

Relationship Marketing:

A Survey of Architectural Offices in Japan

by

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Keywords: Relationship Marketing (RM), 2010s, Architectural Offices, Copywriting, Metrics, Migration.

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Abstracts Contents

Architectural offices embrace the concept of relationship marketing (RM) in general because relationships are considered important in the provision of professional service. The focus of this study is the examination of relationships that are perceived to be important in the present and the future as well as the examination of their present and future positions in architectural offices in Japan. The data was collected by fieldwork survey and interviews on 19 respondents and then empirically analyzed and linked to a model that combined the Superpositioning matrix and Gummesson's 30Rs. The findings include current trends of position and the relationships that are emphasized in any particular position in the matrix of the architectural offices. Additionally, the findings could suggest some key relationships for the increase of the operating client's and architect's value in a project as well as for managing architectural offices.

2-2-1 Positioning of Architectural Offices	7
2-2-2 The Superpositioning matrix	8
2-3 Relationship Marketing (RM): Gummesson's 30Rs for 5-6 Architectural offices	11
2-4 Allocation of 30Rs in the Superpositioning matrix	14

Keywords: Relationship Marketing (RM), 30Rs, Architectural Offices, Superpositioning Matrix, Migration.

Part 3: A Survey of Architectural office in Japan

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3-2 Questionnaire	31
3-3 Interview	32
Analysis	33
4-1 Classification of	35
4-2 Interview	37
4-2-1 Positioning in all surveyed offices	37
4-2-2 Positioning and the strategy for migration	38
4-2-3 30Rs and the strategy for migration	45
5 Findings and Discussion	62
6 Conclusion and Recommendations	66
Appendix 1	68
Appendix 2 The 30Rs	69
Appendix 3 Questionnaire sheet: General questions, positioning survey, RM survey	69
Appendix 4 Summary of interviews	70
Bibliography	79

Table of Contents

Part 1:

Introduction.....	1
1-1 Problem context.....	1
1-2 Research objectives.....	2
1-3 Practical relevance.....	3
1-4 Limitation of research.....	3

Part 2: Concept development..... 4

2-1 Architectural office organization:	
Professional, service, creative, knowledge organizations.....	4
2-2 Model: Coxe's Superpositioning matrix.....	7
2-2-1 Positioning of Architectural Office.....	7
2-2-2 The Superpositioning matrix.....	9
2-3 Relationship Marketing (RM): Gummesson's 30Rs for the Architectural office.....	11
2-4 Allocation of 30Rs to the Superpositioning matrix.....	14
2-5 Research questions.....	27

Part 3: A Survey of Architectural office in Japan..... 28

3-1 Methodology: Fieldwork surveys: questionnaire and interview.....	28
3-2 Questionnaire.....	31
3-3 Interview.....	32

Analysis..... 33

4-1 Questionnaire.....	33
4-2 Interview.....	37
4-2-1 Positioning in all surveyed offices.....	37
4-2-2 Positioning and the strategy for migration.....	38
4-2-3 30Rs and the strategy for migration.....	45

5. Findings and Discussion..... 62

6. Conclusion and Recommendations..... 65

Appendices..... 66

Appendices-1 The 30Rs.....	66
Appendices-2 Questionnaire sheet: General questions, positioning survey, RM survey.....	68
Appendices-3 Summary of Interviews.....	70

Bibliography..... 79

List of Tables

Table 2-1 Rs allocation to each category and reasons.....	14
Table 3-1 List of all respondents.....	28
Table.3-2 Position of respondents.....	29
Table.3-3 Distribution of the Surveyed offices by turnover in “pure” architectural offices.....	29
Table.3-4 Distribution of the Surveyed offices by organization size.....	29
Table.3-5 Distribution of the Surveyed offices by Marketing Area: private or public sector.....	30
Table.3-6 Distribution of the Surveyed offices by Marketing Area: Building types.....	30
Table 4-1 Perceived percentage of architectural design service to other services offered by office.....	33
Table.4-2 A perceived percentage of existing clients to new clients.....	33
Table.4-3 Result of RM survey in perceived value of actually matured relationships in a company.....	34
Table.4-4 Result of RM survey in perceived importance	34
Table.4-5 The ranking of 30Rs in perceived value of actually matured relationships in a company.....	35
Table.4-6 The ranking of perceived important Rs in RM survey.....	35
Table.4-7 Respondent’s organization description and reason for migration.....	39
Table.4-8 Respondent’s organization description and reason for migration.....	40
Table.4-9 Respondent’s organization description and reason for migration.....	41
Table.4-10 Respondent’s organization description and reason for migration.....	43
Table 4-11 Respondent’s organization description and reason for migration.....	45
Table.5-1 Reason for and strategy of migration, emphasized relationships.....	62
Table.5-2 Rs relevant to organization management factors.....	64

List of Figures

1-1 Problem context

Fig.2-1 Superpositioning Matrix.....	7
Fig.2-2 Generic Strategy model.....	8
Fig.2-3 The Market Position Matrix.....	9
Fig.2-4 A relationship profitability model.....	12
Fig.2-5 30Rs allocated model -1 (RAM-1)	14
Fig.2-6 30Rs allocated model -2 (RAM-2)	26
Fig.4-1 Positioning of the perceived positions of all surveyed offices.....	37
Fig.4-2 Positioning of the perceived positions in the strong delivery offices.....	39
Fig.4-3 Positioning of the perceived positions in the strong service offices.....	40
Fig.4-4 Positioning of the perceived positions in the strong service and strong idea offices.....	41
Fig.4-5 Positioning of the perceived positions in the strong service and strong idea offices.....	42
Fig.4-6 Positioning of the perceived positions in the strong delivery, strong service, and strong idea offices.....	44
Fig.4-7 Case A: Perceived important factors in the RAM-2.....	46
Fig.4-8 Case B: Perceived important factors in the RAM-2.....	47
Fig.4-9 Case I: Perceived important factors in the RAM-2.....	50
Fig.4-10 Case L: Perceived important factors in the RAM-2.....	51
Fig.4-11 Case F: Perceived important factors in the RAM-2.....	53
Fig.4-12 Case N: Perceived important factors in the RAM-2.....	54
Fig.4-13 Case K: Perceived important factors in the RAM-2.....	56
Fig.4-14 Case Q: Perceived important factors in the RAM-2.....	57
Fig.4-15 Case H1: Perceived important factors in the RAM-2.....	59
Fig.4-16 Case H2: Perceived important factors in the RAM-2.....	60

As a result, business partners are actual project partners with shared objectives and also strategic partnerships such as suppliers. These interactive relationships should be effective not only for solving current problems but also for developing expertise. They may be formed in various ways. The old and hands being developed is strongly depending on their particular strengths. Strategic relationships should be a source of competitive advantage.

Part 1: Introduction

1-1 Problem context

Relationship marketing (RM) is successfully implemented in many service oriented businesses. However, among contractors and professionals in construction, marketing has gained only little attention. (Low, 1991) Architectural offices are also a case in point. Although they have been managed with the main focus on contracts and internal issues (Winch, 1993), market oriented management should also be effective for architectural offices in terms of promoting their service provision.

Architectural offices in Japan face emerging challenges and diverse requirements from sophisticated clients as well as from social demands. They can be categorized according to their design approach and organization management style. (Coxe et al., 1987) While "guru" architects such as Tadao Ando or Toyo Ito create cutting edge designs as artists for prestige clients, many architectural offices seem to be required to solve actual problems, which might include life cycle cost, quality, maintenance, and business schemes. (Furusaka, 1998) Additionally, they are expected to take a high level of responsibility from a social viewpoint such as fulfilling environmental requirements, ensuring earthquake resistance, and implementing highly regulated amended building codes. (e.g. Furusaka, 1998)

While transactional marketing, the so-called marketing mix, is centred on getting clients for a project, relationship marketing (RM) provides not only the concept of customer retention but also a framework of long term integral linkage with other external and internal actors which could become jointly developed "value" for the parties involved. (Christopher et al., 1991) Gummesson defines RM as marketing based on interaction in networks of relationships. In architectural offices, even in large organizations, an individual architect as a professional offers interacting services the quality of which is judged by clients on the basis of their experience. (Winch, 1993) Additionally, he/she performs an actual project interacting with internal colleagues and also external professionals such as engineers. These interactive relationships should be effective not only for solving current problems but also for developing expertise. They may be formed in various ways, the ties and bonds being developed strategically depending on their particular strengths. Strategic relationships should be a source of competitive advantage.

1-2 Research objectives

The research objective is a clarification of the relationship networks of architectural offices in Japan relevant to their current and future position and their strategies as perceived by corporate managers.

Firstly, I shall discuss the analytical frameworks based on positioning theory and link this to relationship marketing theory. To be more specific, I shall define the architectural offices based on the Coxe's Superpositioning matrix, in which professional design offices can be positioned into 6 categories. Then, I shall discuss relationships closely linked to the position based on Gummeson's 30Rs and the Superpositioning matrix.

Secondly, I shall conduct surveys and interviews in architectural offices in Japan. I shall research current and future positions, strategies for migration, and relationship networks in the present and future.

Thirdly, I shall discuss relevance between the current and future positions of the architectural offices and the strategy for migration. Then, I shall compare the current and future relationships relevant to the strategy for migration. Additionally, I shall discuss the relationships that are closely linked to each particular position in the matrix and reasons for this.

Finally, I shall summarize the findings and make some suggestions for the future relationships of the architectural offices to gain competitive advantages.

1-3 Practical relevance

2-1 Architectural office organizations

Possible outcomes in this research might include:

- To know the actual and predicted future position as well as the actual and perceived relationship networks in architectural offices in Japan.
- To know the relationship networks relevant to the architectural offices' positions.
- To suggest which relationships should be strengthened and weakened based on the positions and the strategy.

Hence, this research might be valuable as follows:

- To make suggestions regarding structural marketing strategy for architectural offices.
- 30Rs relationship study for architectural offices.
- To make recommendations for further research concerning RM in architecture.

1-4 Limitation of research

Although a survey is conducted for only 17 different types of architectural offices involving both popular large organizations and new and powerful small offices, the firms are significant and representative in their field. However, local and contextual factors may have affected the findings and other firms are also located in their own context, as this study found out. Therefore the results of this study cannot be applicable directly to all firms, due to such local and contextual factors.

Thirdly, architectural offices are creative organizations in that they work in various innovative solutions to solve a problem or a project (Baker and Schoonhoven, 1993).

However, the extent of employing "creativity" can be a strategic issue. Some offices place themselves in a highly creative position, in which they perform extremely complex projects for the

Part 2: Concept development

2-1 Architectural office organization:

Professional, service, creative, knowledge organizations

Architectural offices should be distinguished from other types of business organizations in terms of four structural features: service organizations, professional organizations, creative organizations, and knowledge organizations. (Winch and Schneider, 1993)

Firstly, architectural offices are service organizations in that they offer 'intangible' services as part of the design procedure as well as the tangible architectural documents that eventually result in buildings. (Winch and Schneider, 1993) The interaction between clients and architects is a fundamental aspect of the clients' overall experience. (Winch and Schneider, 1993)

Secondly, architectural offices are professional organizations structured around trained experts who have control over their own work and whose training includes both initial training at university or in a specialized institution of learning, and on the job training where they apply their formal knowledge and also develop new skills. (Mintzberg et al., 2003)

They might work relatively independently of their peers but closely with the clients they serve in projects. (Mintzberg et al., 2003) At the same time, they might work for both the satisfaction of the clients and the approbation of their professional peers. (Winch, 1993)

Coordination of the organization is achieved through the standardized skills of its experts because their work processes are so complex that an administrator could not be simply standardized. The role of the administrator is rather to provide indirect power such as the provision of shared resources for the professionals. (Mintzberg et al., 2003) The standardization of the expertise of the professionals creates a bureaucratic structure. (Mintzberg et al., 2003)

Thirdly, architectural offices are creative organizations in that they work to achieve innovative solutions for space in a real-life context. (Winch and Schneider, 1993)

However, the extent of emphasizing "creativity" can be a strategic issue. Some offices place themselves in a highly creative position, in which they perform extremely complex projects "at the

forefront of professional or technical knowledge." (Maister, 1982) Other offices place themselves in a less creative position, in which they might rather deliver a certain type of project which either requires "highly customized output" or a "lesser degree of innovation and creativity" in order to solve "a well recognized and familiar type of problem, at least within the professional community". (Maister, 1982)

The highly innovative organization might be called "adhocracy", which is a "highly organic structure, with little formalization of behavior and specialized jobs based on expert training", rather than a professional bureaucracy' (Mintzberg et al., 2003) It should be coordinated not by direct supervision or standardization but by mutual adjustment within the team because such projects are so complex that they cannot be separable into planning and design. (Mintzberg et al., 2003) Instead, the most important "single role of the top management of this configuration is liaison with the external environment." (Mintzberg et al., 2003)

Finally, architectural offices are knowledge based organizations consisting of human capital and a high level of know-how, and its product or performance is based on knowledge. (Hitt et al., 2001)

Knowledge can be either migratory or embedded. (Gummesson, 2002) Migratory knowledge is explicit and portable so that it can be packed and transferred in drawings, specifications, and books. Therefore, it can be a source of repetitive problem solution. In actual projects, it could be available as internally stored knowledge and external "pre-packaged" knowledge as demanded in the design process.

In contrast, embedded knowledge cannot be transferred easily because it is tacit, often non-verbal, and dependent on experience. (Nonaka, 1995) It might be embedded in several levels, including in an individual's head, in relationships among individuals and groups, and at the organizational level in terms of systems, processes, tools, rules, and routines. While it is difficult to transfer, it might be a source of innovation. (Lu and Sævi, 2006)

Knowledge might be available internally and externally in some circumstances.

Collaborative relationships with external offices might be a source of not only gaining external migratory knowledge but also creating embedded knowledge for innovation. Such knowledge might

be generated "when people work together in tightly knit groups who share their everyday practice and knowledge within their own groups known as 'communities of practice.'" (Brown and Duguid, 1998) Knowledge transfer between the communities of practice might be necessary for "jointly held knowledge". (Satu and Johanna, 2007) Theoretically, it might be possible due to "bridging people between communities", "shared forums for communities", and "overall atmosphere of openness." However, sharing and collaboration between tightly united operations of the communities might not be easily produced. (Satu and Johanna, 2007)

Architects could collaborate with other external professionals such as engineers who should not only work together but also enhance creativity and decision making processes in actual design projects. They are constantly reacting and responding to each other and frequency of contacts is a "far richer process than teamwork." (Grey, 2001) This might help keep existing knowledge alive but can also contribute to "creating new knowledge." (Gummesson, 2002) This network established between suppliers and customers and other parties has the potential to realize an innovative approach.

2-2 Model: Coxe's Superpositioning matrix

2-2-1 Positioning of Architectural Office

Architectural offices position themselves by articulating their distinctive competences and by managing their offices successfully. (Winch and Schneider, 1993) There are some matrices which can position architectural offices. The Superpositioning matrix (Coxe et al., 1987) (Fig.2-1) provides a framework for positioning professional design and engineering firms. The matrix is formed in vertical and horizontal dimensions. While the vertical scale, "design technology", is the methodology and the process regarding how a design firm performs in the delivery of its projects, the horizontal scale, "organization values", is the management value of the firm as to how it is operated and organized. These metrics can emphasize the approach to the service factor in respect of marketing needs rather than emphasizing the process of architectural design. (Smyth, 1996)

Fig.2-1 Superpositioning Matrix (Source: Success strategies for design professionals, Coxe et. al)

Design Technologies			
	Strong Delivery	A	B
	Strong Service	C	D
	Strong Idea	E	F
		Practice Centred	Business Centred
		Organization Value	

In comparison, the Generic Strategy model for architectural practice (Winch and Schneider, 1993) (Fig.2-2) was established by a criticism of the Superpositioning matrix. This matrix concentrates on the "product" (Smyth, 1996) involving the process of construction projects and the architect's approach to the product. The vertical scale, "quality preference" can be measured by "client review"

and "peer review." While the "client review" emphasizes the client's view in terms of the realization of project performance criteria such as budgetary control and programming, the "peer review" emphasizes the professional's acclaim in terms of design conception. On the other hand, the horizontal scale, "project complexity" can be measured by "simplicity" and "complexity" of projects in terms of the sophistication of specification, the size, and the schedule. These metrics can emphasize the product factor including the reliability of the delivery rather than the service factor.

Fig.2-2 Generic Strategy model

(Source: The Strategic Practice of Architectural Practice, Winch and Schneider, 1993)

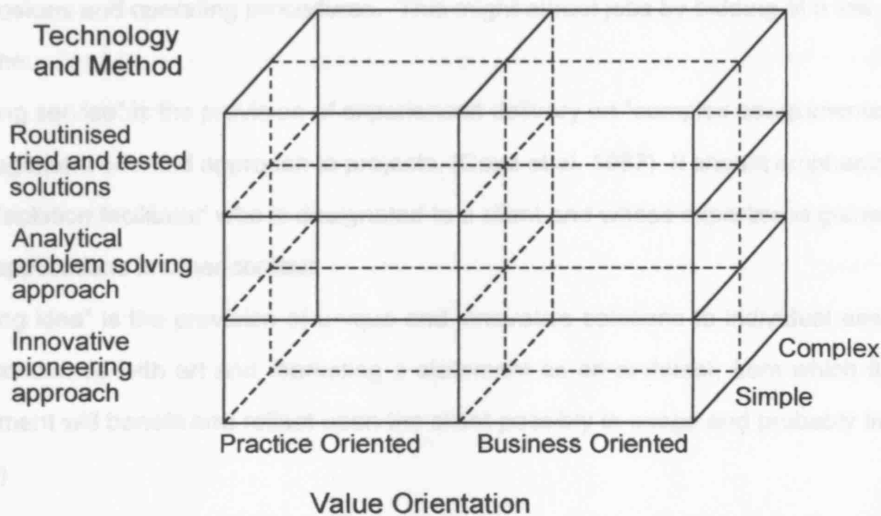
		CLIENT REVIEW
STRONG DELIVERY	STRONG EXPERIENCE	QUALITY PREFERENCE
STRONG AMBITION	STRONG IDEAS	
		PEER REVIEW
SIMPLE	COMPLEX	
PROJECT COMPLEXITY		

The use of three dimensional metrics integrating the above two matrices is proposed. (Smyth, 2002) (Fig.2-3) Although these metrics might be a bit complex to apply to this study, they could provide the solution by subtly amending the weaknesses of both approaches. This could position architectural offices in a "more market focused" matrices "without losing the overall aims of the Superpositioning model." (Smyth, 2002)

One improvement is amending "technology" to "technology and method" because the Superpositioning matrix is ambiguous in respect of processes such as delivery channels or procurement in a project context, which could be involved in the management of an architectural office. In "technology and method" in architectural offices, three categories are involved: "standardized tried and tested solutions", an "analytical problem solving approach", and an "innovative pioneering approach." (Smyth, 2002)

Fig.2-3 The Market Position Matrix

(Source: Review of Market Positioning Models for Architectural Practices, Smyth)



Another improvement is linking the "design quality" in the Generic Strategy model (Winch and Schneider, 1993) to "project complexity" from the clients' point of view in order to "match practices to their project needs or business philosophy." Here, "simple" could be matched with "strong design delivery" and "complex" could be matched with "strong design experience." (Smyth, 2002)

2-2-2 The Superpositioning matrix

Within these matrices for positioning architectural offices, "the Superpositioning matrix" (Coxe et al, 1987) is selected for analyzing the cases of this study because it can encompass architectural design and relevant services.

The "design technology" can determine the method of executing the office's projects and assignments, and where it should manage projects differently in that project structure, with regard to decision making, staffing, profit strategy, best markets, the way it charges, and selling. It can be grouped into three types of approach to design and services: "strong delivery", "strong service", and "strong idea." (Coxe et al, 1987)

"Strong delivery" means the provision of "highly efficient services on similar assignments" and a repeatable, "reutilized approach." (Coxe et al, 1987; Smyth, 1996) Therefore, there can be increased reliability in the process and in the product by standardization such as modular dimensions and operating procedures. This might attract jobs by bidding at a low price and high volume.

"Strong service" is the provision of experienced delivery on "complex assignments" and a management oriented approach to projects. (Coxe et al, 1987) It should emphasize problem solving by a 'solution facilitator' who is designated to a client and whose expertise is gained from experience and applications in other context.

"Strong idea" is the provision of unique and innovative solutions to individual assignments. It might be "concerned with art and marketing a statement as an architect, from which it is hoped that the statement will benefit and reflect upon the client possibly in usage and probably in prestige." (Smyth, 1996)

On the other hand, "organization values" can determine the way architects run themselves and the rewards they receive. They can be grouped into two values: "practice centred" and "business centred." "Practice centred" is a qualitative value ascribed to professionals who are personally motivated to use the discipline they represent. Financial success could be of low priority. (Coxe et al, 1987; Smyth, 1996) "Business centred" is a quantitative value ascribed to professionals who are motivated by the financial rewards of their efforts. (Coxe et al, 1987; Smyth, 1996)

Although most architectural offices might approach projects involving the three "design technology" elements, they could emphasize one of them within a strategy because the strategy of each position has a different direction in terms of project organization, decision making, recruiting and project staffing, the marketing area, selling items, the charging method, and profit strategy. (Coxe et al, 1987)

On the other hand, architects might position themselves as practice centred because many of them are doing a job they like. However, they could emphasize either the practice or business centred approach based on the firm's management strategy such as organization, decision making, marketing, suitable clients, staffing, profit strategy, leadership management style, and method of rewards. (Coxe et al, 1987)

2-3 Relationship Marketing (RM): Gummesson's 30Rs for the Architectural office

Marketing could be defined as "the analyzing, organizing, planning, and controlling of the firm's customer-impinging resources, policies, and activities with a view to satisfying the needs and wants of chosen customer groups at a profit." (Kotler, 1967)

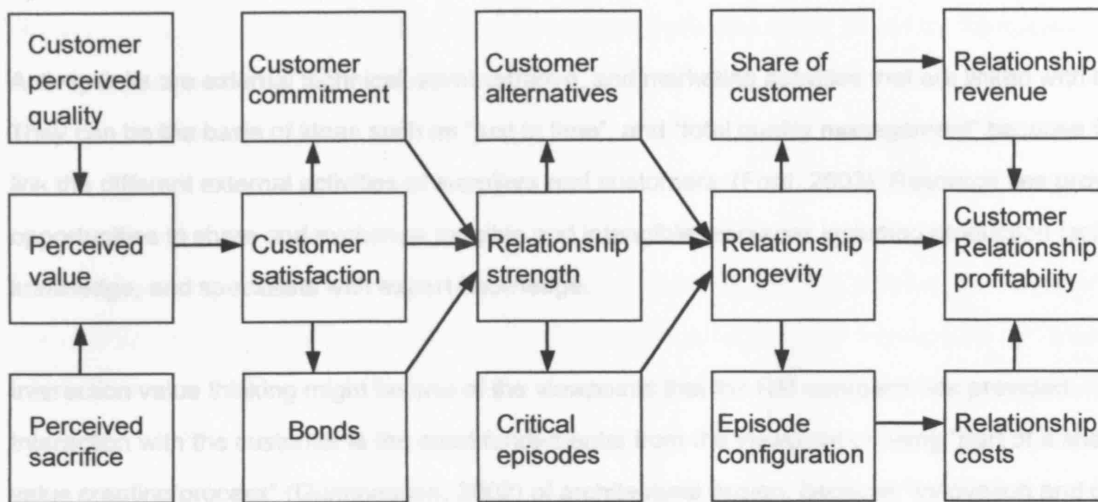
Transactional marketing, the so-called marketing mix, might be the most enduring theory of marketing. This theory provides the idea of "4Ps", that is, "product", "price", "promotion", and "place", which enhance increased demand for what the firm has to offer. (Christopher et al, 2001) The 4P approach might manipulate consumers to buy consumer goods by selecting the right methods in the right combination of ideas. (Gummesson, 2002)

Relationship marketing (RM) is differentiated from transactional marketing. Gummesson defines RM as "marketing based on interaction within networks of relationships." (Gummesson, 2002) "It emphasizes 'long-term collaboration and win-win' rather than one transaction." (Gummesson, 2002) It is not mass marketing but rather marketing from a customer's viewpoint.

Advantages of the RM approach could be theoretically assessed by the index 'return on relationships' (ROR), which is defined as "the long term net financial outcome caused by the establishment and maintenance of an organization's network of relationships." (Gummesson, 2002) For example, if human knowledge is embedded in a network in a company, this can contribute to the execution of a project because its application can often be useful for effectively solving actual problems. Another advantage is shown in the "relationship profitability model". (Strandvik and Gronroos, 1994) It shows the enhancement of links between satisfaction and profits. (Gummesson, 2002) (Table 2-1) In this table, the higher the relationship strength between architect and client, the fewer alternative plans are perceived to be required by the client.

Fig.2-4 A relationship profitability model

(Source: Storbacka, Strandvik and Groröos, 1994, cited in Gummesson, 2002)



The most fundamental relationship, that between customer and supplier, is often discussed.

Gummesson defines CRM (Customer Relationship Management) as "the values and strategies of relationship marketing with particular emphasis on customer relationships." (Gummesson, 2002)

Some RM approaches focus on relationships more than on the customer. While Christopher set up a six markets model and Kotler proposes 10 players, Gummesson proposes 30 relationships. (30Rs) (Appendices-1) They consist of market relationships including 3 classic relationships and 14 special relationships, and non-market relationships including 6 mega relationships and 7 nano relationships. (Gummesson, 2002) The classic relationships (R1-R3) are fundamental relationships between the customer and the supplier which have been often discussed. The special relationships (R4-R17) are "certain aspects of the classic relationships." (Gummesson, 2002) The mega relationships (R18-R23) "exist above the market relationships." (Gummesson, 2002) They tend to form the context of the market relationships. In contrast, the nano relationships (R24-R30) are "found below the market relationships." (Gummesson, 2002) They are the relationships inside a corporate organization.

When looking at the connections between buyers and sellers, there are three types. (Håkansson and Snehota, 1995)

Actor bonds are formed by people who actually organize products and services internally and

externally. In addition to this, they can exchange and increase their knowledge in short and long term relationships.

Activity links are external technical, administrative, and marketing activities that are linked with a firm. They can be the basis of ideas such as "just in time", and "total quality management" because they link the different external activities of suppliers and customers. (Ford, 2003) Resource ties provide opportunities to share and exchange tangible and intangible resources including production facilities, knowledge, and specialists with expert knowledge.

Interaction value thinking might be one of the viewpoints that the RM approach has provided. Interaction with the customer is the most fundamental from the viewpoint of being "part of a shared value creating process" (Gummesson, 2002) of architectural design, because "Innovation and other development generally comes from the client." (Ive, 1995)

This value could be the value of the lifetime of a customer. Therefore, the supplier should be educated and experienced so that it can provide customized services. Gummesson regards "the value" as the value not only for the customer but also for "the parties involved, of which the customer is one, created through an interaction process between suppliers, customers, competitors and others; suppliers and customers are often co-producers, they create value for each other in a joint effort." (Gummesson, 1997) In fact, architectural design could also be generated and developed by the interaction of "diagnostic problem-solving groups" consisting of engineers, interior designers, and landscape architects. (Christopher et al., 1991)

The RM approach could involve strategic planning and marketing in an office. A "relationship portfolio", where the currently interested relationships and the office's abilities to interact them could be analyzed, (Gummesson, 2002) should be provided as an active part of the marketing and business planning process. This marketing oriented management, can provide a framework for the articulation and management of internal and external management issues in architectural offices in matters comprising relationships: activities, actors, and resources. (Hakansson and Snehota, 1995)

2-4 Allocation of the 30Rs to the Superpositioning matrix

Gummeson's 30Rs can be allocated within the Superpositioning matrix based on the relevance between each position and R. 4Rs including R8 "the close versus the distant relationship", R10 "the monopoly relationships: the customer or supplier as prisoners", R17 "the criminal network", and R22 "mega alliances change the basic conditions for marketing" are excluded because they are not relevant to architectural offices.

The 26Rs are relevant to all positions to some extent. However, the R is allocated to a category such as "strong service" or "business centred" when the R is regarded as having stronger relations with that category, because the 30Rs allocated model (RAM) could be used for analyzing the cases under the condition that all Rs are equally addressed for all offices. The 10Rs are R1, R2, R12, R15, R16, R19, R21, R26, and R30. The 30Rs, or actually the 26Rs, allocated model (RAM-1) is shown as Fig. 2-5.

Fig. 2-5 30Rs allocated model -1 (RAM-1)

	Practice Centred	Business Centred
Strong Delivery	A R1 R2 R7 R9 R12 R13 R15 R16 R18 R19 R20 R21 R26 R30	B R1 R2 R3 R7 R9 R12 R13 R15 R16 R18 R19 R20 R21 R24 R26 R30
Strong Service	C R1 R2 R4 R5 R6 R7 R9 R11 R12 R13 R15 R16 R18 R19 R20 R21 R25 R26 R27 R28 R29 R30	D R1 R2 R3 R4 R5 R6 R7 R9 R11 R12 R13 R15 R16 R18 R19 R20 R21 R24 R25 R26 R27 R28 R29 R30
Strong Idea	E R1 R2 R9 R12 R13 R14 R15 R16 R18 R19 R20 R21 R23 R26 R28 R30	F R1 R2 R9 R12 R13 R15 R16 R18 R19-2 R20 R21 R23 R26 R27 R28 R30

I will discuss the reasons why each R is allocated to a category or several categories. Table 2-1 shows the allocation of Rs in different categories.

Table 2-1 Rs allocation to each category and reasons

A. Practice Centred Strong Delivery

R1: The classic dyad- the relationship between the supplier and the customer

Strong delivery should be performed in a routine and standardized way as previously discussed. (R1-1)

R2: The classic triad- the drama of the customer-supplier-competitor triangle

This consists of three fundamental elements for market equilibrium: competition; collaboration, and regulations.

Strong delivery emphasizes reliable performance of routine assignments, which might result in the reliability of its mass production with lower cost. Therefore it might attract jobs by bidding and collaborating in a "standardized" way, and engage in cost competition such as bidding. It is regulated by laws such as antimonopoly law, and construction industry law. (R2-1)

R7: The relationship to the customer's customer

This is the relationship with end-users. In an architectural office, it might include "user issues" such as life cycle costing and requirements from other stakeholders. Only "Strong delivery" and "strong service" are relevant. "Strong idea" is not relevant because it can propose its blueprint based not on user issues but on guru ideas.

R9: The relationship to the dissatisfied customer

Managing dissatisfied customers is not only more than settling a claim, but also the restoring and strengthening of a long term relationship. This action is not mechanical or routine, but constructive. (Gummesson, 2002) All architectural offices should emphasize this because having 'repeat business' clients should help to get new jobs and can reduce the costs of fulfilling the clients' conditions.

R12: The e-relationship

This means relationships and networks based on ICT. This should be applied to all positions and might be connected with other relationships. For example, explicit knowledge can be easily stored and utilized due to ICT networks. Additionally, it helps to ensure efficient delivery of services for all concerned. For example, CAD enhances the speed of making drawings and takes less time to make effective documents for presentation such as animation.

Strong Delivery: ICT can be effective for automation, downsizing, mass production, storing and transportation of data. (R12-1)

(to be continued)

R13: Parasocial relationships- relationships to brands and objects

This focuses on the important issue of the conveyance, by means of images, of connotations of brands and company names and is a "relationship-booster." (Gummesson, 2002) Marketing via symbols can look attractive but is "reserved" in comparison with the usual television commercials. (Gummesson, 2002)

For efficient and certain delivery of the connotation of brands, strong delivery could appeal to its clients in terms of its efficient and certain delivery. (R13-1)

R15: The green relationship

This refers to the ways of dealing with environmental and health issues. It tends to be an ethical and citizenship issue in that green issues often are perceived as contrary to a customer's commercial interests. (Gummesson, 2002)

Strong delivery can deal with environmental legal obligations by a standardized approach based on explicit procedure. (R15-1)

R16: The law-based relationship

This is a formal relationship based on an institution such as a contract, or on regulations. "Quality inspection and solution of disputes" (Gummesson, 2002) might often be an influence on architectural offices in cases where a building is found to have a serious defect after completion. While most offices might adopt law-based relationships, to what degree it emphasizes them varies depending on their "organization values."

Practice centred offices can emphasize "relationship contracting", "which includes judgement calls, negotiation to solve problems, an assessment of the long-term consequences for future collaboration, and high ethical standards" in relationship with clients. (Gummesson, 2002) This is because it focuses on the shared value of architectural design concepts in relationships with clients rather than on financial issues. Practice centred could emphasize "relationship contracting" as discussed, (R16-1)

R18: Personal and social networks

Personal relationships and social networks are those which have emerged from aspects of personal life such as friends, region, school, ethnic, membership of sports club; in other words "they mostly have an origin other than business." (Gummesson, 2002) They can be developed by any professional whether he/she belongs to a small or a large office.

(to be continued)

R19: The real 'customer' is not always found in the marketplace

This refers to influential relationships taking place outside the marketplace. It includes authoritative bodies such as government and institutions, public opinion, and peer ambition and assessment for architectural works. (Winch and Schneider, 1993)
All offices can be influenced by the authoritative factor especially in large-scale projects. Additionally, public opinion in public projects and wishes of neighbouring residents concerning projects might have influence on all offices. (R19-1)

R20: Alliances change the market mechanisms

Architectural offices could be relevant to alliances, a term which is "a designation for organized and agreed upon relationships between suppliers and customer and competitors" (Gummesson, 2002), and collaboration due to financial reasons and knowledge interaction.
Strong delivery can cooperate with outsourcing offices because it aims at producing efficiently. (R20-1)

R21: The knowledge relationship

Knowledge should be a core source of advantage and the basis of other relationships because architectural offices should be knowledge-based organizations. Strong delivery can emphasize "migrant knowledge" because it can contribute to performing routine work efficiently. (R21-1)

R26: Quality and customer orientation: the relationship between operations management and marketing

Architectural design is strongly relevant to quality, "which means that the supplier creates value by making certain that the offering in adjusted to customer needs." (Juran, 1992). Many large sized architectural offices in Japan have taken ISO9000 and ISO14000, which can contribute to realizing this.

Strong delivery could aim at realizing customer satisfaction quality by repeatedly delivering assignments without defects. (R26-1)

R30: The owner and financier relationship

All architectural offices can obviously be influenced by their owners. Some architectural offices in Japan are private businesses run by owners who engage with the company.

B. Business Centred Strong Delivery

R1: The classic dyad - the relationship between the supplier and the customer (same as in A)

R2: The classic triad - the drama of the customer-supplier-competitor (same as in A)

R3: The classic network - Distribution channels

This might not be relevant to architectural offices in general because they sell architectural design services not through distribution channels such as supply chains, channel management, and logistics, but directly to the client. However, it might be relevant in some cases for business purposes such as the mass selling of ready built houses or housing dwelling units, as well as the supplying of information about these.

R7: The relationship to the customer's customer (same as in A)

R9: The relationship to the dissatisfied customer (same as in A)

R12: The e-relationship (same as in A)

R13: Parasocial relationships- relationships to brands and objects (same as in A)

R15: The green relationship (same as in A)

R16: The law-based relationship

Business centred might emphasize "legal contracting" rather than "relationship contracting" because its relationship is based on business. (R16-2)

R18: Personal and social networks (same as in A)

R19: The real 'customer' is not always found in the marketplace (same as in A)

R20: Alliances change the market mechanisms (same as in A)

R21: The knowledge relationship (same as in A)

R24: Market mechanisms are brought inside the company

Market mechanisms can be installed inside the company instead of "internal planned economy". (Gummesson, 2002) This could be a strategy to improve profitability and quality in large "business centred" architectural offices because market mechanisms might help clarify costs and budgets in a project. Strong delivery can increase profit efficiently by setting up a profit centred, autonomous decision making unit because it could deal with repeated assignments efficiently. (R24-1)

R26: Quality and customer orientation: the relationship between operations management and marketing (same as in A)

R30: The owner and financier relationship (same as in A)

C. Practice Centred Strong Service

R1: The classic dyad - the relationship between the supplier and the customer

Strong service should be performed in an analytical way because it tries to solve case by case basis problems based on its expertise. (R1-2)

R2: The classic triad - the drama of the customer-supplier-competitor triangle

Strong service emphasizes the solution of complex problems based on its expertise. Therefore, it might collaborate with other experts such as engineers and consultants. It is regulated by a corporate body, the Japan Institute of Architects, which establishes rules and regulations concerning fees. (R2-2)

R4: Relationship via full-time marketers (FIMs) and part-time marketers (PTMs)

While full-time marketers (FIMs) are "those who are hired for working with marketing and sales tasks, part-time marketers (PTMs) are "all others in a company and those in its environment that influence the company's marketing." (Gummesson, 2002) While some offices have FIMs, other offices, especially small organization, don't. Although all architects should be PTMs in that they work for clients, architects in "strong service" should be wedded to PTMs because of high interaction with clients in order to deal with actual problems. "Strong delivery" and "strong idea" might be relevant to FIMs and PTMs to a lesser degree, because the former can deliver assignments by clear direction and the latter should emphasize design as directed by a guru architect.

R5: The service encounter-interaction between customers and service providers

This refers to the unique properties of services where the service provider, which is actually the architect on the front line, interacts with customers so that they can create value together. This could be applicable especially to "strong service" because it provides "problem solving" services depending on the customer's requirements. A front line architect and his customer can become 'co-producers' resulting in the solution to his/her own problems. In contrast, strong delivery, which has the approach of "building as a product", and strong idea, which takes the approach of "architecture as one-of-a-kind sophisticated product", might not need such services.

R6: The many-headed customer and the many-headed supplier

Many individuals take on different roles in a large organization. Gummesson called it being many-headed. "Strong service" might have contact with many-headed customers in the same firm because it can contribute to accessing different information sources to solve complex problems. "Strong delivery" might not have contact with them but instead with an individual person delegated to deal with a simple assignment. "Strong idea" might not interact with them because their assignment could be solved mainly by the guru's idea.

(to be continued)

R7: The relationship to the customer's customer (same as in A)

R9: The relationship to the dissatisfied customer

In addition to what is discussed in the previous table, "strong service" might efficiently make use of experience in previous projects because they might be effective in analyzing a client's problems.

R11: The customer as 'member'

"Membership is used commercially to reinforce customer loyalty and to promote long term relationships." (Gummesson, 2002) This helps to increase the retention of customers as well as providing more information about customers who agree to targeted communication and customized offerings. (Gummesson, 2002) This might be relevant to architectural offices in "strong service" in terms of client retention and collecting customer information because they could be client "closer-doers" and solve complex problems. Information profiles might help in this regard.

R12: The e-relationship

Strong Service: ICT could be used to communicate with customers in just as interactive a way as face-to-face. ICT can enhance the ability to interact and reduce costs involved in customer contact. Additionally, eCRM could glue together "activities which are taken from different parts of an organization, from different legal units with different owners, and from different geographical locations". (Gummesson, 2002) (R12-2)

R13: Parasocial relationships - relationships to brands and objects

Strong service can appeal to its clients in respect to its detailed service. (R13-2)

R15: The green relationship

Strong service can deal with environmental issues through an analytical and engineering approach. Energy efficient building is a case in point because it might be able to rationalize a customer's problems and it will require engineering expertise. (R15-2)

R16: The law-based relationship (same as in A)

R18: Personal and social networks (same as in A)

R19: The real 'customer' is not always found in the marketplace (same as in A)

R20: Alliances change the market mechanisms

Strong service can cooperate with consultants, engineers, and talented designers because it aims at solving problems efficiently. (R20-2)

(to be continued)

R21: The knowledge relationship

Strong service can emphasize "embedded knowledge" because it can contribute to performing its specialised services, which might be required for situational problem solving. (R21-2)

R25: Internal customer relationship

This is an "interfunctional" and "interhierarchical" interaction within an organization. (Gummesson, 2002)
In "Strong delivery" there might exist a smaller gap between marketers and the designers in an office because the objective of an assignment might be clear in terms of high volume, low cost, and high profits. "Strong idea" might also have a smaller gap because the objective might also be clear in that they could provide a unique solution and they could cost high. In contrast, "strong service" might have a larger gap because their assignment might vary in costs, profits, and solution.

R26: Quality and customer orientation: the relationship between operations management and marketing

Strong service could aim for a high quality of customer satisfaction by analysis of the conditions of design. (R26-2)

R27: Internal marketing: relationships with the 'employee market'

"Internal marketing" is the application of marketing knowledge to the employees. (Gummesson, 2002) Architectural offices might emphasize human resource as intellectual capital. This might be relevant to "strong service" and "strong idea" in particular because they require expert knowledge. Strong service could emphasize training activities such as seminars and on-the job training, and the recruitment of experienced professionals because it requires personnel with specific expertise. (R27-1)

R28: The two-dimensional matrix relationship

Matrix organization could be regarded as "an effort to get out of the rigid mould of the hierarchy", and is a step toward realistic network thinking and improved "interfunctional" and "interhierarchical" relationships in an organization. (Gummesson, 2002) Architectural offices in "strong service" might be relevant to this because matrix organization could provide multidimensional functions so that it could solve complex problems.

R29: The relationship to external providers of marketing services

This refers to external providers which include physical distribution services, selling and delivering services, and consulting services of different kinds such as advertising agencies, market research institutes, and ICT consultants. (Gummesson, 2002) Architectural offices, especially "strong service", might sometimes require consulting services because these services can help to solve customers' problems with other business environments

R30: The owner and financier relationship (same as in A)

D. Business Centred Strong Service

- R1: The classic dyad - the relationship between the supplier and the customer (Same as in C)
R2: The classic triad - the drama of the customer-supplier-competitor triangle (Same as in C)
R3: The classic network - distribution channels (Same as in B)
R4: Relationship via full-time marketers (FIMs) and part-time marketers (PTMs) (Same as in C)
R5: The service encounter-interaction between customers and service providers (Same as in C)
R6: The many-headed customer and the many-headed supplier (Same as in C)
R7: The relationship to the customer's customer (Same as in A)
R9: The relationship to the dissatisfied customer (Same as in A)
R11: The customer as 'member' (Same as in C)
R12: The e-relationship (Same as in C)
R13: Parasocial relationships - relationships to brands and objects (Same as in C)
R15: The green relationship (Same as in C)
R16: The law-based relationship (Same as in B)
R18: Personal and social networks (Same as in A)
R19: The real 'customer' is not always found in the marketplace (Same as in A)
R20: Alliances change the market mechanisms (Same as in C)
R21: The knowledge relationship (Same as in C)
R24: Market mechanisms are brought inside the company

Strong service could add value in quality and reduce wasting costs because the profit centre could make rational decisions. (R24-2)

- R25: Internal customer relationship (Same as in C)
R26: Quality and customer orientation: the relationship between operations management and marketing (Same as in C)
R27: Internal marketing: relationships with the 'employee market' (Same as in C)
R28: The two-dimensional matrix relationship (Same as in C)
R29: The relationship to external providers of marketing services (Same as in C)
R30: The owner and financier relationship (Same as in A)

E. Practice Centred Strong Idea

R1: The classic dyad - the relationship between the supplier and the customer

Strong Idea should perform in an innovative way as discussed. (R1-3)

R2: The classic triad - the drama of the customer-supplier-competitor triangle

Strong Idea emphasizes innovative unique solutions. Therefore, it might attract offers by special assignment and design competition, and collaborate with innovative professionals such as engineers and consultants as well as with actors providing provocative ideas such as artists. (R2-3)

R9: The relationship to the dissatisfied customer (Same as in A)

R12: The e-relationship

Strong Idea: ICT contributes effective advertising such as web-sites and effective presentations. Additionally, ICT might contribute by providing clues to new approaches of design such as the 30 St Mary Axe ("The Gherkin") or "Sendai Mediatheque". (R12-3)

R13: Parasocial relationships- relationships to brands and objects

With respect to brand marketing in the field of architecture, architectural offices in the category "strong idea" could find relevance to this because their design brands could appeal to potential clients and peers. (R13-3)

R14: The non-commercial relationship

This includes the public sector, political system, and the voluntary sector, which are the sectors that cannot be dealt with by using marketing mechanisms. (Gummesson, 2002) The cultural sector is included in this. This might be emphasized in "practice centred strong idea" offices because it might provide information and knowledge in addition to expertise and the relationships could be for more than commercial purposes per se.

R15: The green relationship

Strong Idea could deal with environmental issues by a sophisticated and aesthetic design approach. It might be linked to the engineering approach because it could be a clue to how to enhance architectural design to a sophisticated level, e.g. City Hall in London. (R15-3)

R16: The law-based relationship

Practice centred could emphasize "relationship contracting" as discussed. (R16-1)

R18: Personal and social networks (Same as in A)

(to be continued)

R19: The real 'customer' is not always found in the marketplace

In addition to the R19-1, the peer critic could be highly influential for a "strong idea" firm. (R19-2)

R20: Alliances change the market mechanisms

Strong idea could cooperate with artists, innovative engineers and consultants because it aims at innovative solution. (R20-3)

R21: The knowledge relationship

Strong Idea also could emphasize "migrant knowledge" but might be applied in a different way, because knowledge for innovation should be embedded in the human head as unique and highly sophisticated knowledge rather than as expertise. (R21-3)

R23: The mass media relationship

This mass media relationship includes the relationship between an organization and the media, between the media and the audiences, and between and organization and the media relationship. (Gummesson, 2002) Architectural offices include mainly architecture magazines for professionals and general magazines such as fashion magazines, and house magazines. The first type aims directly at peer architects and architectural students. The others aim at people in general, mainly at young people. "Strong idea" offices could be relevant to these.

R26: Quality and customer orientation: the relationship between operations management and marketing

Strong idea could aim at quality and customer satisfaction by innovative design. (R26-3)

R27: Internal marketing: relationships with the 'employee market'

Strong idea could emphasize active recruitment and careful screening because it requires bright young personnel as design talent. (R27-2)

R28: The two-dimensional matrix relationship

"Strong idea" might be relevant to the network "interfunctional" relationship because its innovative organization should be an "ad hoc", "organic structure." (Mintzberg et al., 2003) It might suit this network way of thinking.

R30: The owner and financier relationship (Same as in A)

F. Business Centred Strong Idea

- R1: The classic dyad - the relationship between the supplier and the customer. (Same as in E)
- R2: The classic triad - the drama of the customer-supplier-competitor triangle (Same as in E)
- R9: The relationship to the dissatisfied customer (Same as in A)
- R12: The e-relationship (Same as in E)
- R13: Parasocial relationships - relationships to brands and objects (Same as in E)
- R15: The green relationship (Same as in E)
- R16: The law-based relationship (Same as in B)
- R18: Personal and social networks (Same as in A)
- R19: The real 'customer' is not always found in the marketplace (same as in E)
- R20: Alliances change the market mechanisms (Same as in E)
- R21: The knowledge relationship (same as in E)
- R23: The mass media relationship (same as in E)
- R26: Quality and customer orientation: the relationship between operations management and marketing (same as in E)
- R27: Internal marketing: relationships with the 'employee market (same as in E)
- R28: The two-dimensional matrix relationship (same as in E)
- R30: The owner and financier relationship (same as in A)

2-5 Research questions

Fig. 2-6 30Rs allocated model -2 (RAM-2)

	Practice Centred	Business Centred
Strong Delivery	A R1-1 R2-1 R7 R9 R12-1 R13-1 R15-1 R16-1 R18 R19-1 R20-1 R21-1 R26-1 R30	B R1-1 R2-1 R3 R7 R9 R12-1 R13-1 R15-1 R16-2 R18 R19-1 R20-1 R21-1 R24-1 R26-1 R30
Strong Service	C R1-2 R2-2 R4 R5 R6 R7 R9 R11 R12-2 R13-2 R15-2 R16-1 R18 R19-1 R20-2 R21-2 R25 R26-2 R27-1 R28 R29 R30	D R1-2 R2-2 R3 R4 R5 R6 R7 R9 R11 R12-2 R13-2 R15-2 R16-2 R18 R19-1 R20-2 R21-2 R24-2 R25 R26-2 R27-1 R28 R29 R30
Strong Idea	E R1-3 R2-3 R9 R12-3 R13-3 R14 R15-3 R16-1 R18 R19-2 R20-3 R21-3 R23 R26-3 R27-2 R28 R30	F R1-3 R2-3 R9 R12-3 R13-3 R15-3 R16-2 R18 R19-2 R20-3 R21-3 R23 R26-3 R27-2 R28 R30

According to the discussion about how some Rs are applied to plural categories in different ways, the model could be amended with segmentalized numbers such as "R1-1" as Fig. 2-6. I will analyze actual cases by using this model.

2-5 Research questions

3. Methodology

In accordance with the research objective, I will pose some questions.

Firstly, questions are addressed to clarify positions in the Superpositioning matrix, especially regarding the perceived current and future positions from a corporate manager viewpoint. Additionally, they are intended to find out reasons for migration and strategies for migration.

The sources of their migration might include:

- - The generation of tangible and intangible assets such as resources, skill, and technologies.
- - The creation of income streams such as widening the scope of business services.
- - The change of organizational structure.

Secondly, questions are addressed to clarify relationship networks in the office which the respondent regards as currently matured and being developed for the future based on Gummesson's 30Rs framework.

Thirdly, questions are addressed to analyze the relevance between the strategy for migration and relationship change as well as the relevance between the perceived important relationships that are emphasized in any particular position in the matrix of the architectural offices. This analysis is performed by using the 30Rs allocated model.

Part 3: A Survey of Architectural offices in Japan

3. Methodology

3-1 Fieldwork surveys: questionnaire and interview

Fieldwork surveys: a questionnaire and interviews were administered in architectural offices in Japan from 23 June to 4 July.

19 respondents in 17 firms answered both the questionnaire and the interview.

Cases

92,128 architectural offices are registered as being a "first class architect office" In Japan. (Ministry of Internal Affairs and Communications in 2005)

Table 3-1 shows the list of all respondents.

No.	company	company type	Position	No. of employee	Marketing Public: Private	Building types	Design: Other Services	Client Existing: New (current status)	Client Existing: New (desirable future)
1	A	Design division of House building company	Manager(Design)	19907	Pri	Residences, Housing complexes, and Clinics	50:50	60:40	80:20
2	B	Architectural office	Manager(Design)	70	Pub	Housing, Commercial, and Offices	60:40	95:5	70:30
3	C	Design division of Design and built company	Manager(Design)	1896	Pri	Housing complexes	100:0	95:5	95:5
4	D	Architectural office	Manager(Marketing)	727	both	all			
5	E	Architectural office	Director	307	Pub	all	70:30	90:10	80:20
6	F	Architectural office	Manager(Marketing)	504	both	all	80:20	90:10	80:20
7	G	Architectural office	Manager(Marketing)	248	Pub	all	80:20	30:70	50:50
8	H	Architectural office	Director	220	Pri	Commercial facilities, Offices, and Production facilities	70:30	60:40	50:50
9			Principal						
10	I	Architectural office	Principal	71	Pri	Hotels and Spas	97:3	90:10	70:30
11	J	Design division of Design and built company	Manager(Design)	Ex. large	Pri	all	90:10	90:10	90:10
12	K	Architectural office	Principal	9	Pri	Museums, Offices, and Production facilities	99:1		
13	L	Architectural office	Principal	21	Pri	Housing complexes and Commercial facilities		95:5	90:10
14	M	Consultancy	Director	medium	both	all	0:100	50:50	50:50
15	N	Architectural office	Principal	10	Pri	Residences, Housing, Educational, and Clinics	100:0	10:90	50:50
16	O	Architectural office	Director	8	both	all	50:50	70:30	50:50
17	P	Architectural office	Architect	small	both	all			
18			Architect						
19	Q	Architectural office	Principal	427	both	all	70:30	40:60	50:50

Table 3-1 List of all respondents

In this survey, the cases could be said to be well-balanced in terms of size including the numbers of employees and turnover.

The surveyed offices include:

- 2 design divisions in a design and build company.
- 1 design division of a house building company.
- 1 cutting edge engineering office.
- 13 'pure' architectural offices.

The respondent's position, their office's turnover, and the size of the organization are shown in Table 3-2, Table 3-3, and Table 3-4 respectively.

Position of respondents	Frequency	%
1 Principal	6	31.58
2 Director	4	21.05
3 Manager of marketing division	3	15.79
4 Manager of design division	4	21.05
5 Architect	2	10.53
Total	19	

Table. 3-2 Position of respondents

Turnover (million yen)	Number of surveyed offices	%
1 less than 1,000	6	46.15
2 1,000 - 5,000	3	23.08
3 5,000 - 10,000	2	15.38
4 10,000 +	2	15.38
Total	13	

Table 3-3 Distribution of the Surveyed offices by turnover in "pure" architectural offices.

(Source: Nikkei Architecture, 10.9.2007)

Organization Size	Surveyed offices	%	Surveyed "pure" architectural offices.	%
1 Small (less than 20 employees)	4	23.53	4	30.77
2 Medium (20 - 100 employees)	4	23.53	3	23.08
3 Large (100 - 1000 employees)	6	35.29	6	46.15
4 Extremely large (more than 1000 employees)	3	17.65	0	0.00
Total	17		13	

Table. 3-4 Distribution of the Surveyed offices by organization size

Table 3-5 shows the distribution of the marketing area: private or public sectors. The strategies of the offices should be different depending on which area or areas are targeted.

Table 3-6 shows the distribution of the marketing area: building types. While most of the larger companies cover all building types, 2 large companies aim for mainly specialized building types.

Marketing Area	Frequency	%
1 Public	3	17.65
2 Private	8	47.06
3 Both	6	35.29
Total	17	100.00

Table. 3-5 Distribution of the Surveyed offices by Marketing Area: private or public sector

Marketing Area: Building types	Frequency	%
1 All types	9	52.94
2 Specialized some types:	8	47.06
Residences, Housing complexes, and Clinics	1	
complexes, Educational facilities, and Clinics	1	
Housing complexes and Commercial facilities	1	
Housing complexes, Commercial facilities, and	1	
Housing complexes	1	
Hotels and Spas	1	
Commercial facilities, Offices, and Production facilities	1	
Museums, Offices, and Production facilities	1	

Table. 3-6 Distribution of the Surveyed offices by Marketing Area: Building types

Although the fieldwork survey data was obtained by self-administered questionnaires, which were sent with a letter requesting participation in the surveys and interview, most respondents answered both of them at the same time, so that they could avoid misunderstandings or because they wanted to understand the intention of the survey before answering. This method allows respondents time to think about the intention of these surveys and their responses before the interview. There is a possibility of a low rate of response to surveys, so the respondents were accessed through both personal connections and on firms' websites. While the target survey participants were top management staff who were actually in a position to make decisions concerning corporate strategy and marketing, some respondents were in fact board members and others were managers in a marketing division or in an architectural design division of a larger organization.

3-2 Questionnaire

The objectives of the questionnaire include:

- to acquire general information about each office and respondent
- to work out a basis for determining the position in the Superpositioning matrix.
- to discover what are perceived as currently well established and desirable relationships in the Gummesson's 30Rs.

The questionnaire consisted of a "positioning survey" and an "RM survey."

The former was administered to acquire data in order to position the offices in a Superpositioning matrix. (Coxe et al, 1987) The questions were mainly yes/no closed-ended questions within the options based on the feature of each position in the Superpositioning matrix. (Coxe et al, 1987)

The positioning survey addresses what are the perceived positionings. (Appendices)

The latter, the relationship marketing survey (RM survey), was administered to investigate how RM is perceived and actually implemented by architectural offices in Japan.

The questionnaire was drafted based on the 30Rs of Gummesson. (Gummesson, 1999)

The questions addressed the extent of perceptions in architectural offices. Hence, the first questions asked were of the type "How do you think the R is matured in your office?" while the second question type was, for example, "How important do you think the R is?"

The questions are as follows:

- Q1. Where is the current and desirable future position of your office in the Superpositioning Matrix?
- Q2. How important is the current position of your office in the future? (What are your resources for migrating?)
- Q3. Why are you migrating?
- Q4. Which do you think is more important: maintaining existing clients or getting new clients?
- Q5. How do you work and collaborate with?
- Q6. How do you think about the current relationship in your office?
- Q7. How are you regarding 30Rs in the future?
- Q8. How do you plan to use current and knowledge?
- Q9. Is "Trust" is important to your company?

3-3 Interview

Objectives of the interview include:

- to find out each office's perceived current and desirable future position with respect to external and internal relationships.
- to find out each office's strategy for migrating.
- to find out significant external relationships and the reasons for these for future use.

19 respondents from architectural offices in Japan were interviewed.

All responses were used for the survey analysis.

Questions

Respondents were first asked questions aimed at finding out the perceived current and desirable future position in the Superpositioning matrix. The next questions were aimed at finding out resources for migrating as well as external collaborative relationships for developing the company in the long term. Additional questions were aimed at finding out more details regarding the 30Rs.

In the actual interview, after talking briefly about the objectives of this study and about the interview, as a first step each position in the Superpositioning matrix was explained. (Coxe et al, 1987)

The questions included:

- Q1. Where is the present and desirable future position of your company in the Superpositioning Matrix?
- Q2. How can you migrate from the present position to the future position? What are your resources for migrating?
- Q3. Why will you migrate?
- Q4. Which do you consider more important - retaining existing clients or getting new clients?
- Q5. Who do you work in collaboration with?
- Q6. Who do you think your office should strengthen relationships in 30Rs with?
- Q7. Comments regarding 30Rs and strategy for the future.
- Q8. How do you manage information and knowledge?
- Q9. Is "Brand" is important for your company?

4. Analysis

4-1 Questionnaire

Table 4-1 shows a percentage of architectural design services.

According to this, most offices provide relevant services as well as architectural design.

Perceived percentage of architectural design service to other services offered by office	Frequency	Description
0	1	Engineering Service
50	2	Services include: feasibility studies; facility management; management of projects regarding owner's budget, schedule, and specifications of buildings; due diligence; and other surveys.
60	1	
70	2	
80	2	
90	1	
90 ~ 100	2	
100	2	Architectural Design Service
Total	13	

Table 4-1 Perceived percentage of architectural design service to other services offered by office

Table 4-2 shows the perceived percentage of the existing clients to new clients in the current and desirable future status. While the ratio varies from 10 to 95 in the current status, it seems that respondents hope for a higher frequency of existing clients than of new clients in the future because the number of more than 70% is high.

Ratio of existing clients	Frequency (current status)	Frequency (desirable future)
0	0	0
10	1	0
30	1	0
40	1	0
50	1	6
60	2	0
70	1	2
80	0	3
90	4	2
95	3	1
100	0	0
Total	14	14

Table 4-2 Perceived percentage of existing clients to new clients (current status and desirable future)

All 19 respondents were asked about the degree of importance of the 30Rs. Table 4-3 and table 4-4 show the results of the RM survey in actually matured and perceived importance respectively. Additionally, table 4-5 and table 4-6 show the ranking of the average Likert score respectively.

Here, the average score was calculated per the following formula: (Low and Tan, 2002)

$$\text{Average score} = (x_1 + x_2 + x_3 + \dots + x_n) / n$$

Where: $x_1, x_2, x_3, \dots, x_n$: the individual scores, n : number of respondents.

Office	i) Strong delivery (SD)			ii) Strong service (SS)			iii) SS and SI				iv) SS and SI					v) SD, SS, and SI			none	Average	Ranking
	A	B	C	G	I	L	F	N	O	M	D	D2	E	K	Q	H1	H2	J	P		
R1	5	5	4	4	5	4	5	5	5	5	5	5	5	5	5	4	4	5	5	4.74	1
R2	4	3	2	5	5	3	3	4	3	3	5	5	1	4	5	5	5	4	5	3.89	10
R3	5	4	4	4	1	4	3	3	3	1	3	2	4	3	5	1	3	1	2	2.95	20
R4	3	5	4	4	4	4	3	4	4	5	5	5	4	4	4	4	3	4	5	4.11	3
R5	5	1	5	4	3	4	4	5	4	5	4	4	5	4	5	4	4	3	4	4.05	5
R6	4	4	4	4	5	4	4	3	4	4	5	5	4	4	5	3	3	2	3	3.89	10
R7	4	5	5	4	5	3	3	5	4	2	2	4	5	4	5	5	4	3	3	3.95	8
R9	5	3	4	5	4	2	5	2	3	5	4	5	3	4	5	3	3	3	4	3.79	14
R11	3	1	1	4	1	4	2	4	2	3	1	1	1	1	5	3	5	3	1	2.42	25
R12	3	3	2	4	4	3	3	4	2	4	4	5	4	4	4	2	4	4	5	3.58	15
R13	4	2	2	4	5	3	4	4	3	3	2	4	5	3	4	3	4	3	3	3.42	17
R14	3	5	3	3	4	2	4	5	4	4	4	3	2	2	3	1	2	2	2	3.05	19
R15	4	5	3	5	4	2	4	3	3	4	5	5	4	5	5	4	3	4	4	4.00	6
R16	3	4	4	2	4	5	4	5	4	4	4	4	5	4	5	4	4	3	4	4.00	6
R18	3	4	3	4	5	3	3	5	3	5	5	2	5	5	3	5	3	2	5	3.84	8
R19	3	1	4	4	1	1	3	2	1	3	2	3	5	4	2	3	3	4	3	2.74	21
R20	4	5	2	4	5	3	3	5	4	5	4	4	4	5	5	4	4	5	4	4.16	3
R21	4	4	4	4	4	3	3	4	2	5	4	4	3	4	5	4	5	4	4	3.89	10
R23	3	2	3	4	5	2	3	5	2	4	5	4	5	2	4	3	2	4	4	3.47	16
R24	3	1	4	5	4	4	5	4	1	5	2	2	5	2	5	2	2	4	1	3.21	18
R25	3	2	4	5	4	1	5	1	2	1	2	3	4	1	3	3	2	4	2	2.74	23
R26	4	3	5	4	5	3	5	4	4	4	5	5	5	4	5	4	5	4	3	4.26	2
R27	4	3	4	4	5	4	4	4	3	4	5	4	4	4	5	3	3	3	3	3.84	13
R28	3	1	1	3	5	1	3	1	1	5	1	1	1	1	3	2	4	3	1	2.16	26
R29	3	1	4	3	4	4	2	2	1	1	2	3	2	5	3	2	3	3	1	2.58	24
R30	4	1	1	4	3	4	4	1	3	1	2	1	1	5	3	5	4	5	1	2.79	21

Table 4-3 Result of RM survey in perceived value of actually matured relationships in a company.

Office	i) Strong delivery (SD)			ii) Strong service (SS)			iii) SS and SI				iv) SS and SI					v) SD, SS, and SI			none	Average	Ranking	
	A	B	C	G	I	L	F	N	O	M	D	D2	E	K	Q	H1	H2	J	P			
R1	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	1	
R2	5	3	3	5	5	2	4	5	4	4	5	5	1	5	5	5	5	4	5	4.21	14	
R3	5	4	4	4	1	5	3	5	3	2	2	1	4	3	5	1	4	1	2	3.11	23	
R4	3	5	4	4	4	5	3	4	4	5	5	5	4	4	4	4	4	4	5	4.21	13	
R5	5	1	4	5	3	5	5	5	4	5	4	5	5	5	5	5	5	4	4	4.42	10	
R6	5	4	4	5	5	5	4	3	4	4	5	5	4	4	4	5	5	4	2	3	4.16	14
R7	5	5	5	5	5	5	4	5	4	2	4	3	5	4	4	5	5	4	4	3	4.32	11
R9	5	3	4	5	5	5	5	4	4	5	4	5	5	4	5	5	5	4	4	4.53	6	
R11	5	1	1	5	3	5	2	5	2	4	1	4	1	1	3	5	5	4	2	3.11	21	
R12	5	2	2	5	4	4	3	4	5	4	4	5	4	4	5	5	4	4	5	4.11	17	
R13	5	2	4	5	5	5	5	5	4	3	4	5	5	5	5	5	5	4	4	4.47	8	
R14	5	5	3	4	5	4	4	5	4	4	4	3	2	4	3	5	3	3	1	3.74	18	
R15	5	5	3	5	5	5	5	3	4	5	5	5	4	5	5	5	5	5	5	4.68	3	
R16	4	4	4	3	4	3	4	5	4	4	4	4	5	5	5	4	5	4	4	4.16	16	
R18	5	4	3	4	5	5	4	5	4	5	5	4	5	5	3	5	4	3	5	4.37	8	
R19	3	1	4	4	1	1	3	4	3	4	2	3	5	4	2	3	3	3	3	2.95	23	
R20	5	5	4	4	5	5	4	5	4	5	4	4	4	5	5	5	5	5	4	4.58	4	
R21	5	4	4	5	5	5	4	5	4	5	5	5	5	5	5	5	5	4	5	4.74	2	
R23	5	2	3	5	5	4	4	5	3	4	5	5	5	4	4	4	4	5	5	4.26	11	
R24	4	1	3	5	4	5	4	4	4	5	2	5	5	3	5	3	4	5	1	3.79	19	
R25	3	2	4	5	4	1	5	1	2	1	2	3	4	1	3	3	4	4	1	2.79	26	
R26	4	3	5	5	5	5	5	4	5	4	5	5	5	4	5	5	5	5	3	4.58	4	
R27	5	4	4	5	5	5	5	4	5	5	5	5	4	5	5	5	4	3	3	4.53	6	
R28	4	1	1	4	5	4	4	4	4	5	1	3	1	1	3	2	5	2	1	2.89	25	
R29	4	1	4	4	5	5	2	4	3	1	2	3	4	5	3	5	4	2	2	3.32	20	
R30	5	1	1	4	3	4	4	4	3	1	2	1	1	5	3	5	5	5	1	3.05	21	

Table 4-4 Result of RM survey in perceived importance.

Office	i) Strong delivery (SD)			ii) Strong service (SS)			iii) SS and SI				iv) SS and SI					v) SD, SS, and SI			none	Average	Ranking	Ranking of table 4-6
	A	B	C	G	I	L	F	N	O	M	D	D2	E	K	Q	H1	H2	J	P			
R1	5	5	4	4	5	4	5	5	5	5	5	5	5	5	5	4	4	5	5	4.74	1	1
R26	4	3	5	4	5	3	5	4	4	4	5	5	5	4	5	4	5	4	3	4.26	2	5
R4	3	5	4	4	4	4	3	4	4	5	5	5	4	4	4	4	3	4	5	4.11	3	13
R20	4	5	2	4	5	3	3	5	4	5	4	4	4	5	5	4	4	5	4	4.16	3	4
R5	5	1	5	4	3	4	4	5	4	5	4	4	5	4	5	4	4	3	4	4.05	5	10
R15	4	5	3	5	4	2	4	3	3	4	5	5	4	5	5	4	3	4	4	4.00	6	3
R16	3	4	4	2	4	5	4	5	4	4	4	5	4	5	4	4	4	3	4	4.00	6	16
R7	4	5	5	4	5	3	3	5	4	2	2	4	5	4	5	5	4	3	3	3.95	8	11
R18	3	4	3	4	5	3	3	5	3	5	5	2	5	5	3	5	3	2	5	3.84	8	9
R2	4	3	2	5	5	3	3	4	3	3	5	5	1	4	5	5	5	4	5	3.89	10	14
R6	4	4	4	4	5	4	4	3	4	4	5	5	4	4	5	3	3	2	3	3.89	10	15
R21	4	4	4	4	4	3	3	4	2	5	4	4	3	4	5	4	5	4	4	3.89	10	2
R27	4	3	4	4	5	4	4	4	3	4	5	4	4	4	5	3	3	3	3	3.84	13	7
R9	5	3	4	5	4	2	5	2	3	5	4	5	3	4	5	3	3	3	4	3.79	14	6
R12	3	3	2	4	4	3	3	4	2	4	4	5	4	4	4	2	4	4	5	3.58	15	17
R23	3	2	3	4	5	2	3	5	2	4	5	4	5	2	4	3	2	4	4	3.47	16	12
R13	4	2	2	4	5	3	4	4	3	3	2	4	5	3	4	3	4	3	3	3.42	17	8
R24	3	1	4	5	4	4	5	4	1	5	2	2	5	2	5	2	2	4	1	3.21	18	19
R14	3	5	3	3	4	2	4	5	4	4	4	3	2	2	3	1	2	2	2	3.05	19	18
R3	5	4	4	4	1	4	3	3	3	1	3	2	4	3	5	1	3	1	2	2.95	20	23
R19	3	1	4	4	1	1	3	2	1	3	2	3	5	4	2	3	3	4	3	2.74	21	24
R30	4	1	1	4	3	4	4	1	3	1	2	1	1	5	3	5	4	5	1	2.79	21	22
R25	3	2	4	5	4	1	5	1	2	1	2	3	4	1	3	3	2	4	2	2.74	23	26
R29	3	1	4	3	4	4	2	2	1	1	2	3	2	5	3	2	3	3	1	2.58	24	20
R11	3	1	1	4	1	4	2	4	2	3	1	1	1	1	5	3	5	3	1	2.42	25	21
R28	3	1	1	3	5	1	3	1	1	5	1	1	1	1	3	2	4	3	1	2.16	26	25

3.52 :Average :Average

Table 4-5 The ranking of 30Rs in perceived value of actually matured relationships in a company.

Office	i) Strong delivery (SD)			ii) Strong service (SS)			iii) SS and SI				iv) SS and SI					v) SD, SS, and SI			none	Average	ranking
	A	B	C	G	I	L	F	N	O	M	D	D2	E	K	Q	H1	H2	J	P		
R1	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5.00	1
R21	5	4	4	5	5	5	4	5	4	5	5	5	5	5	5	5	5	4	5	4.74	2
R15	5	5	3	5	5	5	5	3	4	5	5	5	4	5	5	5	5	5	5	4.68	3
R20	5	5	4	4	5	5	4	5	4	5	4	4	4	5	5	5	5	5	4	4.58	4
R26	4	3	5	5	5	5	5	4	5	4	5	5	5	4	5	5	5	5	3	4.58	4
R9	5	3	4	5	5	5	5	4	4	5	4	5	5	4	5	5	5	4	4	4.53	6
R27	5	4	4	5	5	5	5	4	5	5	5	5	4	5	5	5	4	3	3	4.53	6
R13	5	2	4	5	5	5	5	5	4	3	4	5	5	5	5	5	5	4	4	4.47	8
R18	5	4	3	4	5	5	4	5	4	5	5	4	5	5	3	5	4	3	5	4.37	8
R5	5	1	4	5	3	5	5	5	4	5	4	5	5	5	5	5	5	4	4	4.42	10
R7	5	5	5	5	5	5	4	5	4	2	4	3	5	4	5	5	4	4	3	4.32	11
R23	5	2	3	5	5	4	4	5	3	4	5	5	5	4	4	4	4	5	5	4.26	11
R4	3	5	4	4	4	5	3	4	4	5	5	5	4	4	4	4	4	4	5	4.21	13
R2	5	3	3	5	5	2	4	5	4	4	5	5	1	5	5	5	5	4	5	4.21	14
R6	5	4	4	5	5	5	4	3	4	4	5	5	4	4	4	5	4	2	3	4.16	14
R16	4	4	4	3	4	3	4	5	4	4	4	4	5	5	5	4	5	4	4	4.16	16
R12	5	2	2	5	4	4	3	4	5	4	4	5	4	4	5	5	4	4	5	4.11	17
R14	5	5	3	4	5	4	4	5	4	4	4	3	2	4	3	5	3	3	1	3.74	18
R24	4	1	3	5	4	5	4	4	4	5	2	5	5	3	5	3	4	5	1	3.79	19
R29	4	1	4	4	5	5	2	4	3	1	2	3	4	5	3	5	4	2	2	3.32	20
R11	5	1	1	5	3	5	2	5	2	4	1	4	1	1	3	5	5	4	2	3.11	21
R30	5	1	1	4	3	4	4	4	3	1	2	1	1	5	3	5	5	5	1	3.05	21
R3	5	4	4	4	1	5	3	5	3	2	2	1	4	3	5	1	4	1	2	3.11	23
R19	3	1	4	4	1	1	3	4	3	4	2	3	5	4	2	3	3	3	3	2.95	23
R28	4	1	1	4	5	4	4	4	4	5	1	3	1	1	3	2	5	2	1	2.89	25
R25	3	2	4	5	4	1	5	1	2	1	2	3	4	1	3	3	4	4	1	2.79	26

4.00 :Average

Table 4-6 The ranking of perceived important Rs in RM survey.

Matured Rs in a company

Table 4-5 illustrates the ranking of "matured Rs in a company." Among 26 Rs, 7 Rs scored more than 4.0. R1 is at the top, the same as its "importance" ranking. R26 is the second highest. In many offices, a quality management system such as ISO 9001 is implemented. R4 is the third highest. Many offices place great importance on architects as "part-time marketers". R20, R5 are next. On the other hand, 7 factors score below 3.00. In R11, "the customer as member", most offices exhibited no interest. In contrast, some offices have actually implemented means for the retention of existing clients. Wine parties, study sessions, and study tours with clients are actually held. In R28, "the two-dimensional matrix relationship", many offices show less interest.

Perceived important Rs for a company

Table 4-6 illustrates the ranking of "perceived importance" for a company. Overall, scores are higher than for the matured importance in all Rs. While 17 Rs score more than 4.00, only 3 Rs score below 3.00. Although the top 10 Rs are the almost the same as in the matured importance ranking, R21 rises in the importance ranking. "Explicit knowledge" might be well implemented in an organization in the form of a database or in electronic specification documents generally. Many respondents consider "tacit knowledge" important but they regard its implementation as inadequate, mainly because of work pressure. In R13, "relationship to brands and objects", many respondents say that they should develop more "identity" for the corporation rather than simply seeking solutions and a design for each individual project. In R9, "relationship to the dissatisfied customer", is given importance. In fact, in many offices, a customer satisfaction questionnaire is implemented after completion of a project. One respondent stated that a caring attitude towards a dissatisfied client sometimes succeeded in enhancing his/her credibility more than he could with a client with no complaint. In R16, "law-based relationship", many respondents say they actually shift away from making contract with clients after the first consultation.

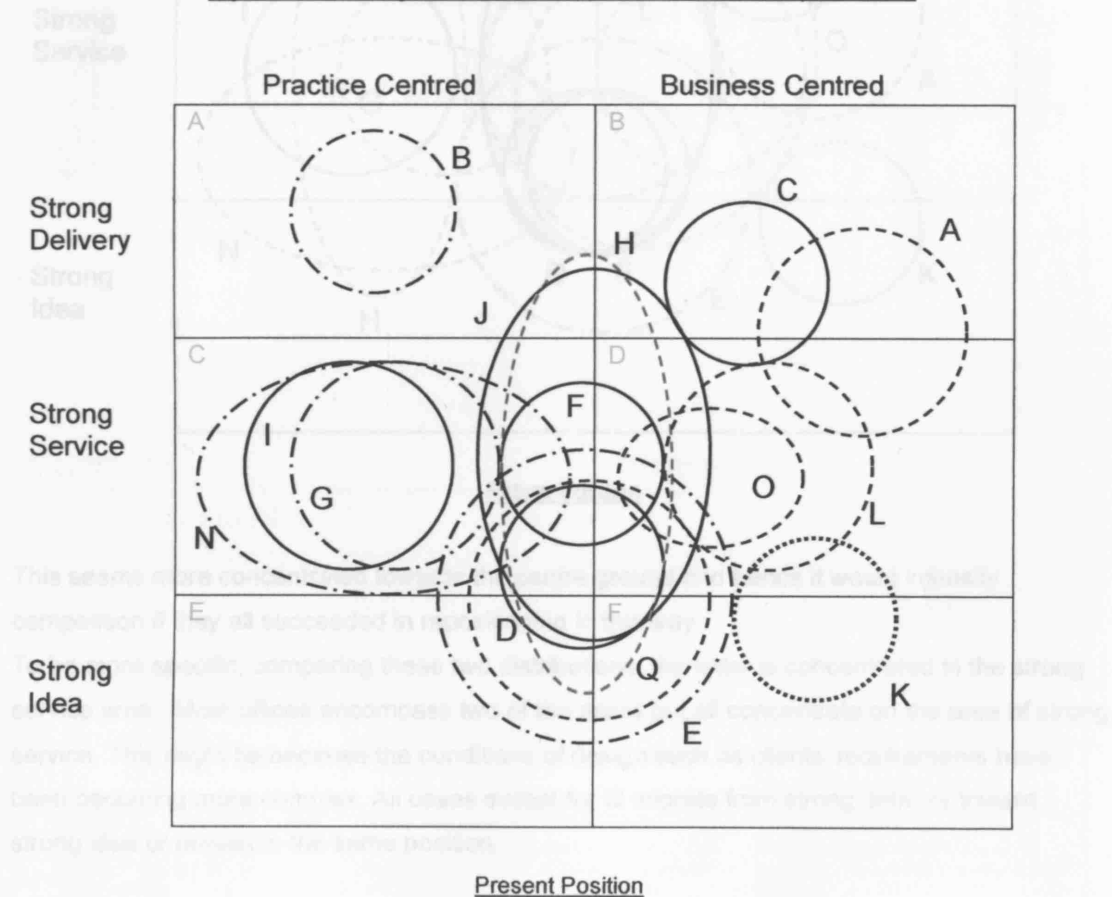
4-2 Interview

4-2-1 Positioning in all surveyed offices

Firstly, all surveyed cases are located with the Superpositioning matrix.

The perceived position and the desirable future position of all surveyed offices are shown in Fig. 4-1.

Fig. 4-1 Positioning of the perceived positions of all surveyed offices:

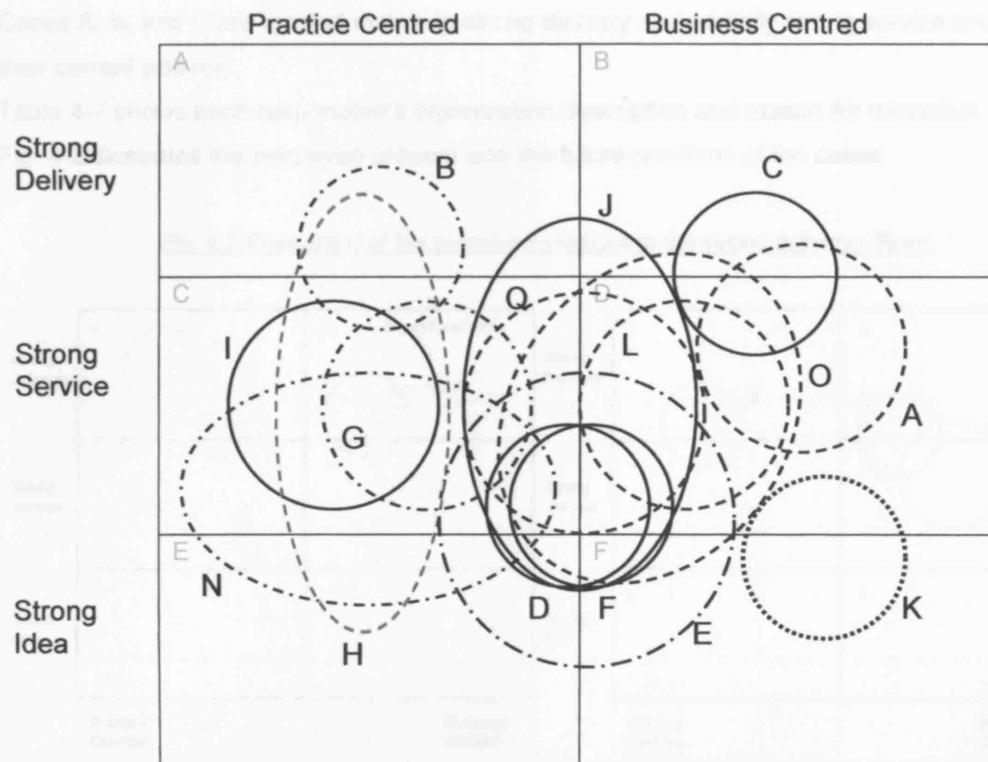


Present Position

4-2-2 Positioning and the strategy for migration

With the cases can be analyzed in regard to their strategy for migration in terms of their actual and ideal. To be more specific, I will compare the present position with the desirable future position of each case, analyze the matrix for migration of each case to the strategy for migration.

The cases are divided into 5 categories in terms of the change technology.



Future Position

This seems more concentrated towards the centre ground and hence it would intensify competition if they all succeeded in repositioning in this way.

To be more specific, comparing these two distributions, the latter is concentrated in the strong service area. Most offices encompass two of the areas but all concentrate on the area of strong service. This might be because the conditions of design such as clients' requirements have been becoming more complex. All cases except for Q migrate from strong delivery toward strong idea or remain in the same position.

4-2-2 Positioning and the strategy for migration

Secondly, the cases can be analyzed in regard to their strategy for migration in terms of their location in the matrix. To be more specific, I will compare the present position with the desirable future position as well as analyze the reason for migration as it relates to the strategy for migration.

The cases are divided into 5 categories in terms of the design technology.

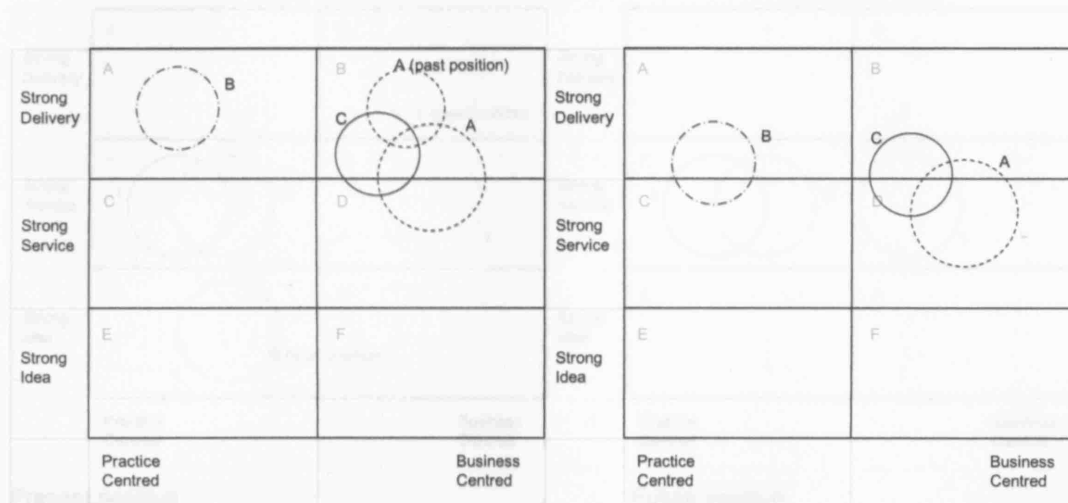
i) Strong delivery

Cases A, B, and C are located mainly in strong delivery and partially strong service areas in their current position.

Table 4-7 shows each respondent's organization description and reason for migration.

Fig. 4-2 illustrates the perceived present and the future positions of the cases.

Fig. 4-2 Positioning of the perceived positions in the strong delivery offices:



Present position

Future position

Case	Description of Organization	Strategy in Design	Reason for migration
A (SD)	A design division of large house constructor	-CRS and sustainability, for which action plans are expressed in its "sustainability report" in detail. Emphasizes client relationship. E.g. "keep in touch strategy"	Change of clients' requirements: Although they required simply low cost and easy to use houses in the past, they now require highly sophisticated design and utilities, not simply a usable layout.
B (SD)	An architectural office mainly designing and planning for public housing complexes.	-Highly experienced and good reputation in this area. A stabilized public housing market. Relationships to university, competitors, external consultants.	Diversification of clients' requirements: For example, increase of mixed-use projects involving commercial facilities, and redevelopment schemes requiring more specific problem solving.
C (SD)	An architectural design division in a design and build company specializing in housing complexes.	-Control of process of designing and supervising in order to get stable products in a certain and efficient way. Design of housing complexes could include highly standardized parts.	Change of clients' requirements: Requirements of detailed design of dwelling units according to end-users' tastes.

Table 4-7 Respondent's organization description and reason for migration

These three offices are migrating toward the strong service area including strong delivery and strong service in the same category in terms of "organization value." This might be due to external reasons, that is, the change of clients' requirements. These offices are a single organization value and different in design technology. Therefore, they might have to manage projects by a different approach.

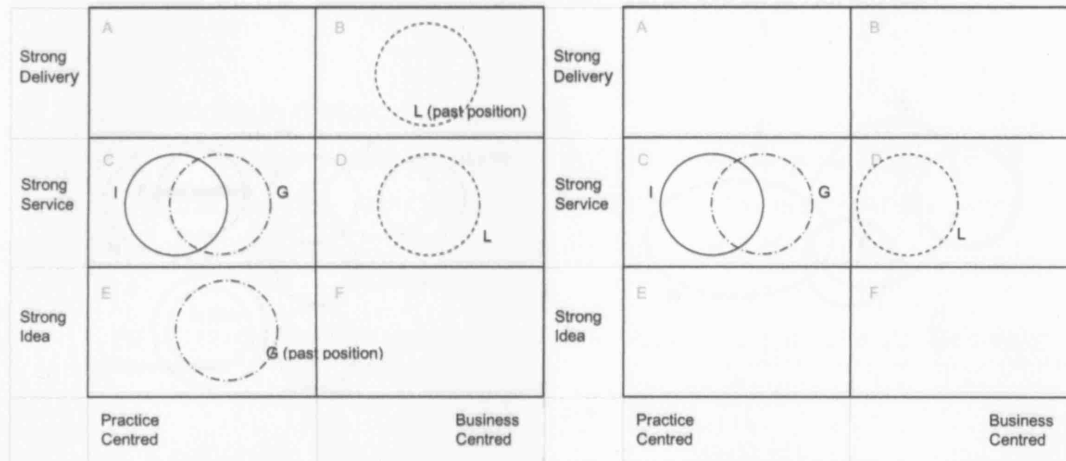
ii) Strong service

Cases G, I, and L are located completely in the strong service area. These three are 'pure' architectural offices.

Table 4-8 shows each respondent's organization description and reason for migration.

Fig. 4-3 illustrates the perceived present and the future positions of the cases.

Fig. 4-3 Positioning of the perceived positions in the strong service offices:



Present position

Future position

Case	Description of Organization	Strategy in Design	Reason for migration
I (SS)	A middle sized architectural office	-Specializing in hotels, and other relevant facilities based on the same specialized design concept. Client oriented approach in schematic design (established for more than 40 years) - Solving clients' problems regarding planning and design involving operation and maintenance. Proposing every type of design solution in order to sell to a professional client who has expertise in selling and operating that type of building.	It should continue to take the same position because it is successful in specializing in a particular building type.
L (SS)	A middle sized, fairly new architectural office which is mainly specializing in private housing complexes, and commercial facilities.	-Selling schematic designs of housing complexes to private developers. Retaining clients such as developers of housing complexes. Patented technology. Designed with the end-user in mind	Ambition to practice.
G(SS)	A large sized architectural office covering all building types. It has a tradition as a practice which was founded by a notable architect. It achieves a high turnover.	Mainly deals with public projects.	It should continue to take the same position.

Table 4-8 Respondent's organization description and reason for migration

Comparing both positions, the three offices hope to be placed in the same position. All three offices are included only in the strong service category. These three offices stay in the strong service category with the same organization value position. Therefore, they could manage projects, i.e. particular types of buildings, and organization in a simple way.

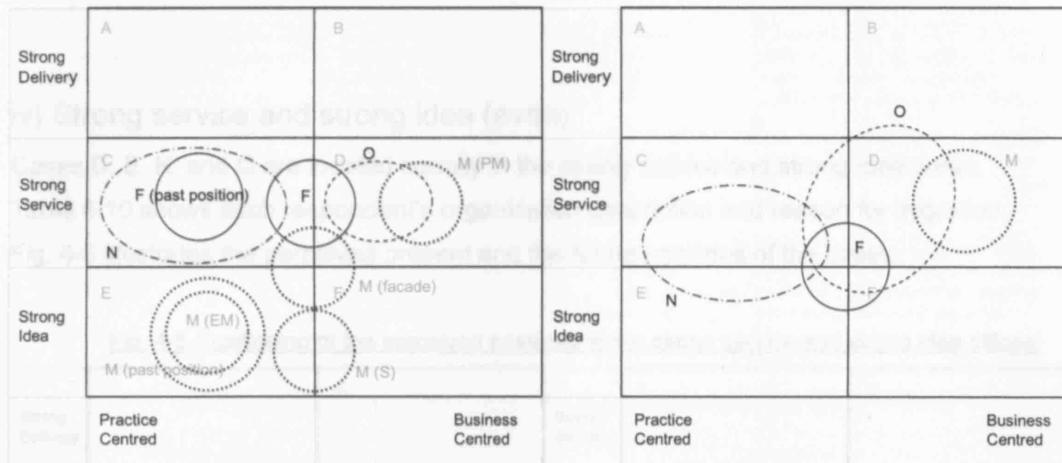
iii) Strong service and strong idea (strong service dominates)

Cases F, N, O and M are located in the strong service and strong idea areas, but predominantly in strong service.

Table 4-9 shows each respondent's organization description and reason for migration.

Fig. 4-4 illustrates the perceived present and the future positions of the cases.

Fig. 4-4 Positioning of the perceived positions in the strong service and strong idea offices:



Present position

Future position

Note: PM: project management, façade: façade engineering, EM: electrical and mechanical engineering,

S: structural engineering

Case	Description of Organization	Strategy in Design	Reason for migration
F	A large office consisting of architects, interior designers, and engineers. Exists independently from parent company for 7 years. Covers all building types.	Architectural design solution based on clients' requirements in all projects.	Has appeal to both parent company and rivals. Distinctive architecture design.
O	A relatively new, small office consisting of only architects. Established for 5 years. Providing for services: due diligence; surveys; and management of clients' specification, budget, and scheduling.	Creation of cutting edge design.	Ambition to design cutting edge architecture.
N	A relatively new, small office consisting of only architects, mainly designing residences.	Selling schematic design. Unique solutions due to the principal's idea based on a thorough analysis of clients' requirements.	Development of new clients. Architecture as a piece of work.
M	A cutting edge multiple engineering office headquartered in UK. New branch opened in Japan a few years ago.		Ambition to succeed in the Japanese market. Four currently independently operating divisions to be integrated in order to share resources.

Table 4-9 Respondent's organization description and reason for migration

While all these offices are currently positioned in the strong service area, they may migrate later towards the strong idea category. N might migrate smoothly, because it has single organization

value so that it might not be necessary to change its organization management. In addition the reason for migration might be simple: the principal's idea. F would be a complex position including both organization value and migration. Therefore, organizational management might be necessary such as division of the organization in order to manage it differently. Or it might find it slightly difficult to manage projects after migration because it would include three types of projects that need to be managed differently. Additionally, it might have difficulties to manage its office due to the size of its organization.

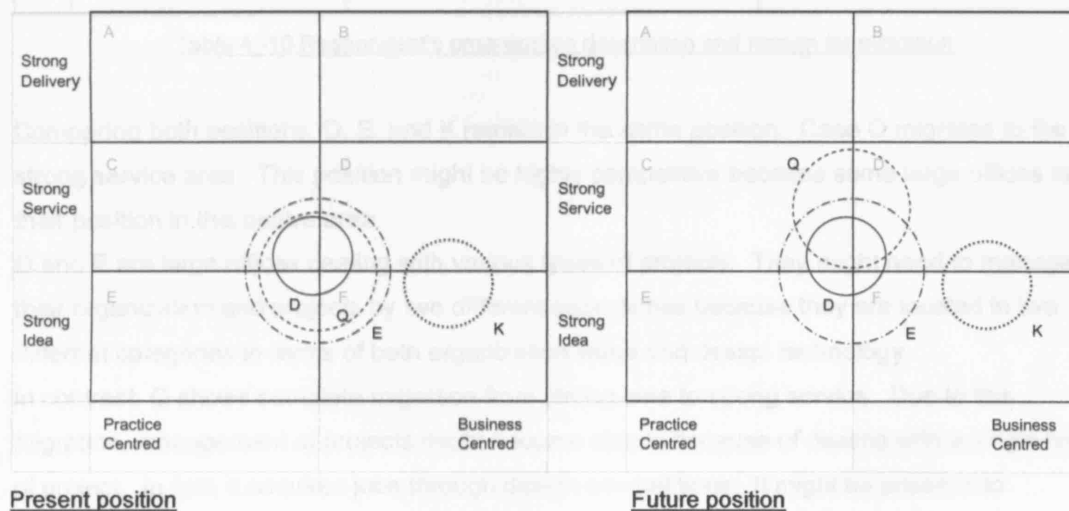
iv) Strong service and strong idea (even)

Cases D, E, K, and Q are located equally in the strong service and strong idea areas.

Table 4-10 shows each respondent's organization description and reason for migration.

Fig. 4-5 illustrates the perceived present and the future positions of the cases.

Fig. 4-5 Positioning of the perceived positions in the strong service and strong idea offices:



Present position

Future position

v) Strong delivery, strong service, and strong idea (strong market conditions)

Cases A and H are located in the strong service, but predominantly in strong service.

Table 4-11 shows each respondent's organization description and reason for migration.

Fig. 4-6 illustrates the perceived present and the future positions of the cases.

Case	Description of Organization	Strategy in Design	Reason for migration
D	A large architectural office, one of top ten turnover companies in 2006.	-Sophisticated architectural design solution based on clients' requirements in all projects. Equal approach for all projects on profit.	Balance of architectural practice and business: Market mechanism, alliance, flexible project structure.
E	A large architectural office, one of top ten turnover companies in 2006. A history of architectural practice founded by a notable architect.	-High level architectural design solution based on "value for clients". Choice of profit-based or design-based strategy depends on individual projects. In some leading projects, efforts are concentrated on studying design.	Balance of architectural practice and business: Select profit oriented or practice oriented on individual project basis.
K	A small sized office which has been established for one year.	Aim for solving problems throughout building environment. Providing services: survey, planning, design, procurement, facility management, and project management service. In architectural design, highly designed product based on a briefing from a client. It wouldn't accept an offer from clients with a different value judgment regarding its stance.	Ambition to succeed in the market by extensive and high quality service for selected clients: Alliance and collaboration with external partners.
Q	A large architectural office, one of top ten turnover companies in 2006.	"Core competences" (Hamel and Prehalad, 1994) based on experienced technical expertise regarding ecological technology, audio and visual technology, and quake resistance engineering.	Winning design competition: Alliance with cutting edge designers in order to enhance their competitive advantage as a team, Technical expertise.

Table 4 -10 Respondent's organization description and reason for migration

Comparing both positions, D, E, and K remain in the same position. Case Q migrates to the strong service area. This position might be highly competitive because some large offices take their position in this centre area.

D and E are large offices dealing with various types of projects. They might need to manage their organization and projects by two different approaches because they are located in two different categories in terms of both organization value and design technology.

In contrast, Q shows complete migration from strong idea to strong service. Due to this migration, management of projects might become simple because of dealing with a single type of project. In fact, it acquires jobs through design competitions. It might be possible to collaborate with external strong idea offices.

K might manage its office based on profit oriented strategy than rather than architecture work oriented strategy. Additionally, it might manage assignments by two different approaches.

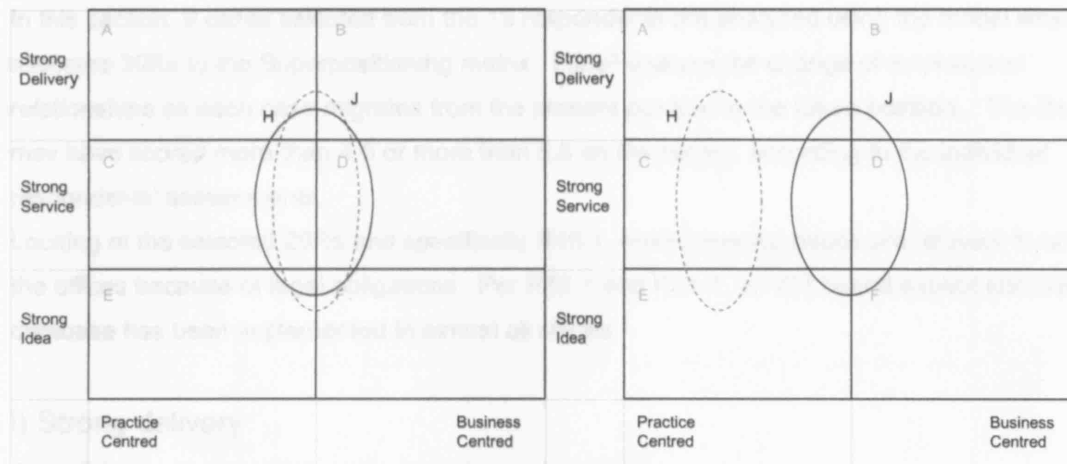
v) Strong delivery, strong service, and strong idea (strong service dominant)

Cases J, and H are located in all categories, but predominantly in strong service.

Table 4-11 shows each respondent's organization description and reason for migration.

Fig. 4-6 illustrates the perceived present and the future positions of the cases.

Fig. 4-6 Positioning of the perceived positions in the strong delivery, strong service, and strong idea offices:



Present position

Future position

Case	Description of Organization	Strategy in Design	Reason for migration
J	An architectural design division in a design and build company that is one of the largest corporations. Has successfully retained almost all highly assessed companies in this country.	Continue to retain these clients in order to respond to any requirements of clients. Internal organization problem: efficiency is highly rationalized and promoted, less motivation for cutting edge design.	Design competence should be enhanced. Regular entry into design competitions.
H	A large sized architectural office including architects and interior designers. Increasing number of employees. Maturing company which appears in business media. Covering architectural design for all building types.	-Establishment in terms of providing integrated services for clients. -Proposal for clients from the clients' viewpoint. Thus, they are trying to share problems and value with clients from the start. Establishment of relevant consultancies: project management, due diligence, programme management; design for living environment; integrated engineering services for architects, ICT system solution; and facility and asset management.	Realization of high quality design as well as solutions to clients' problems.

Table 4-11 Respondent's organization description and reason for migration

Comparing both positions, H migrates toward the practice centred category. H could manage its organization in a more efficient way than J after migration because it has single organization value. J might be complex in terms of management of the firm as well as of projects.

4-2-3 30Rs and the strategy for migration

In this section, 9 cases selected from the 19 respondents are analyzed using the model which allocates 30Rs to the Superpositioning matrix. I shall analyze the change of emphasized relationships as each case migrates from the present position to the future position. The Rs may have scored more than 4.0 or more than 5.0 on the survey, according to the individual respondents' assessments.

Looking at the selected 26Rs and specifically R15-1, environmental issues are relevant to all the offices because of legal obligations. Per R12-1 and R21-1, an ICT based explicit knowledge database has been implemented in almost all offices.

i) Strong delivery

Case A is the design division of a large house constructor.

Case B, an architectural office mainly designing and planning for public housing complexes, is highly experienced and recognized in the public housing market.

Table 4-7 shows the respondent's organization description and reason for migration.

Fig. 4-7 and Fig. 4-8 illustrate the perceived important factors of case A and case B on RAM-2 respectively.



Figure 4-7: Perceived important factors of case A on RAM-2

Fig. 4-7 Case A: Perceived important factors in the RAM-2

Strong Delivery	R1-1 R9	R1-1 R3-1 R9
Strong Service	R1-2 R5-1 R9	R1-2 R5 R9
Strong Idea		
	Practice Centred	Business Centred

Present position

Strong Delivery	R1-1 R2-1 R7 R9 R12-1 R13-1 R15-1 R18 R20-2 R21-1 R30	R1-1 R2-1 R3-1 R6 R7 R9 R12-1 R13-1 R14 R15-1 R18 R20-1 R21-1 R27-1 R30
Strong Service	R1-2 R2-2 R5 R7 R9 R11 R12-2 R13-2 R15-2 R18 R20-2 R30	R1-2 R2-2 R5 R6 R7 R9 R11 R12-2 R13-2 R14 R15-2 R18 R20-2 R27-1 R30
Strong Idea	R9 R14 R23 R30	R6 R9 R23 R30
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 5.0 in the survey

Fig. 4-8 Case B: Perceived important factors in the RAM-2

Strong Delivery	R1-1 R7 R15-1 R16-1 R18 R21-1	R1-1 R3 R6 R7 R15-1 R20-1 R21-1
Strong Service	R1-2 R4 R7 R15-2 R16-1 R18 R20-2 R21-2	R1-2 R3 R4 R6 R7 R15-2 R20-2 R21-2
Strong Idea	R14 R16-1 R18 R20-3	R6 R20-3
	Practice Centred	Business Centred

Present position

Strong Delivery	R1-1 R7 R15-1 R16-1 R18 R20-1 R21-1	R1-1 R3 R6 R7 R15-1 R18 R20-1 R21-1 R27-1
Strong Service	R1-2 R4 R7 R15-2 R16-1 R18 R20-2 R21-2	R1-2 R3 R4 R6 R7 R15-2 R18 R20-2 R21-2 R27-1
Strong Idea	R14 R16-1 R18 R20-3	R6 R18 R20-3
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 4.0 in the survey

These strong delivery offices migrate to both the strong delivery and service positions, because of external reasons mainly due to changes of clients' requirements. (Table 4-7) They have designed housing complexes or houses efficiently by customization such as prefabrication and standardization. Most offices included in the strong service and strong idea position have implemented an ICT based explicit knowledge database to increase efficient delivery, (R12-1) and they deal with essential requirements such as legal environmental obligations. (R15-1) Additionally, high volume of work and low costs could be to their advantage.

Case A can customize products such as glazing, kitchen facilities, and other utilities. It collaborates with manufacturers who develop products at low cost but of high quality. (R2, R20) In fact, it collaborates with manufacturers of light fittings, kitchen facilities, and furniture in order to develop new standardized products. Ecological products such as efficient hot water supply equipment and double glazing are also an advantage. (R15) Also, it insists on nurturing "in-house architects", who can design highly sophisticated spaces corresponding to clients' requests.

These two cases could be slightly changed to the "efficient service delivery" position by setting options according to diversified requirements. In case B, an architectural office mainly designing and planning for public housing complexes, the respondent regards it as having strong delivery because it endeavours to keep a high level of confidence in its service of designing public housing in answer to the diverse requirements of the public sector.

The CRM approach might be not only a method of direct client retention but also a means of acquiring future services. In case A, the company highly emphasizes the CRM "keeping in touch" strategy because it can deliver house design in an efficient way, encouraging client retention, and providing the resource of feedback to the organization. The client is the direct end-user. (R7) Client recommendation can be a powerful source of future contracts, because the client might not himself buy any more houses but his recommendation should produce higher possibilities of contracting than seeking completely new clients, according to the respondent. (R4) This approach is implemented by means of an invitation to tour their experimental facilities, visiting the house after 1 year of completion, and the use of standardized animated presentations to the clients.

On the other hand, feedback from a client might be a resource to improve services. It is implemented in the form of a customer satisfaction survey three times; (R9) when visiting the house at the completion of the design and construction stages, and one year after completion. (R5)

In case B, the relationship with clients might be stable because of a predominance of existing clients. It also might be regarded as a source of information including feedback from end-users (R7), information from "many-headed" customers. (R6) (Gummesson, 2002)

In these offices, the development of resource relationships might be a source of "efficient service delivery". In case B, non-commercial relationships (R14) including a college professor, a member of public organizations such as an international cooperation agency, and members of rival architectural offices (R2) are emphasized. Additionally, in the future, the experienced employee with qualifications regarding urban development (R27-1) will be valuable because of the need to deliver diversified requirements such as mixed use development. According to the respondent, he prefers new clients for the future because they provide new types of projects which might help to deal with new requirements from the existing clients.

ii) Strong service

Case I is a medium sized architectural office which specializes in hotels and other similar facilities based on the same specialized design concept.

Case L is a medium sized architectural office which mainly specializes in private housing complexes, and commercial facilities. It places importance on "explainable design" i.e. why the architect designs a particular architectural solution.

Table 4-8 shows the respondent's organization description and reason for migration.

Fig. 4-9 and Fig. 4-10 illustrate the perceived important factors of the case I and L on RAM-2 respectively.

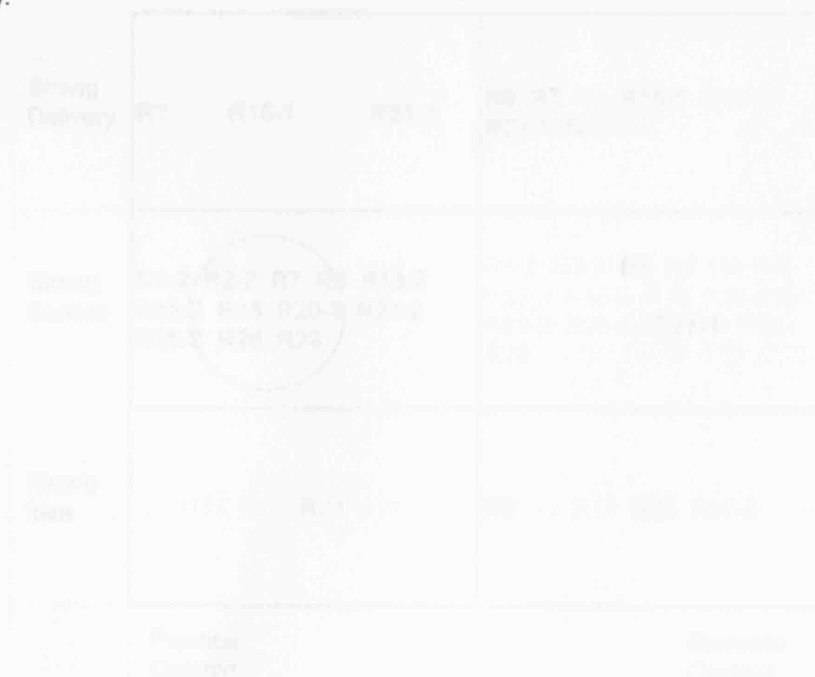


Fig. 4-9 Case I: Perceived important factors in the RAM-2

Strong Delivery	R7 R18	R6 R7 R18 R27-1
Strong Service	R1-2 R2-2 R7 R13-2 R18 R20-2 R26-2 R28	R1-2 R2-2 R6 R7 R13-2 R20-2 R26-2 R27-1 R28
Strong Idea	R18 R23 R28	R6 R18 R23 R27-2 R28
	Practice Centred	Business Centred

Present position

Strong Delivery	R7 R9 R15-1 R18 R21-1	R6 R7 R9 R15-1 R18 R21-1 R27-1
Strong Service	R1-2 R2-2 R7 R9 R13-2 R15-2 R18 R20-2 R21-2 R26-2 R28 R29	R1-2 R2-2 R6 R7 R9 R13-2 R15-2 R18 R20-2 R21-2 R26-2 R27-1 R28 R29
Strong Idea	R9 R14 R18 R23 R28	R6 R9 R18 R23 R27-2 R28
	Practice Centred	Business Centred

Future position

Note: Marked Rs are the Rs which scored more than 5.0 in the survey

Fig. 4-10 Case L: Perceived important factors in the RAM-2

Strong Delivery	R16-1 R30	R6 R16-2 R27-1 R30
Strong Service	R1-2 R4 R5 R11 R16-1 R28 R29 R30	R1-2 R3-2 R4 R5 R6 R11 R16-2 R24-2 R27-1 R28 R29 R30
Strong Idea	R16-1 R28 R30	R6 R16-2 R28 R30
	Practice Centred	Business Centred

Present position

Strong Delivery	R7 R9 R12-1 R15-1 R18 R20-2 R30	R6 R7 R9 R12-1 R15-1 R18 R20-2 R27-1 R30
Strong Service	R1-2 R4 R5 R7 R9 R11 R12-2 R13-2 R15-2 R18 R20-2 R21-2 R26-2 R28 R29 R30	R1-2 R3-2 R4 R5 R6 R7 R9 R11 R12-2 R13-2 R15-2 R18 R20-2 R21-2 R24-2 R26-2 R27-1 R28 R29 R30
Strong Idea	R9 R14 R18 R20-3 R23 R28 R30	R6 R9 R18 R20-3 R23 R28 R30
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 4.0 in the survey

These strong service offices remain in the same position because they satisfy organizational value as a practice or business. They specialize in a building type such as housing complexes, hotels, and commercial facilities. These offices focus on solving problems of a particular client as can be seen clearly in the strategy "client's interests comes first" in case I. Therefore, they might emphasize the establishment of organization resources in order to accumulate expertise in their architects and organization.

As a source of feedback information and knowledge, they emphasize client relationships directly and indirectly. In case L, feedback from a dissatisfied end-user, who actually buys a dwelling unit, is emphasized. (R7, R9) Additionally, client retention is emphasized as "customer as 'member.'" (R11) It holds dinners with clients who could become repeat customers and an annual overseas tour for information about architecture. In case I, it emphasizes feedback from dissatisfied clients after completion. (R9, R21) Additionally, it has an external study committee regarding the maintenance of safety of hotels and regional redevelopment. (R14, R15). The respondent is concerned with regional regeneration in terms of attracting tourists to traditional Ryokan. Internal and external marketing research regarding hotels has been implemented and might be emphasized further. (R29) This also might help to gain expertise.

In case I, which is practice centered, training could enhance organizational competence of highly motivated staff. The employee could take part in the famous annual interior design fair in order to share architectural vision. (R27)

In case L, business centered, some internal relationships in "nano relationships" such as the internal market mechanism (R24) or the management system of client oriented quality (R26) might be effective for the management of processes which increase the value of clients and architects.

Although relationship to brands (R13) and media (R23) are allocated to the category of 'strong idea', they are also emphasized in 'strong service' offices. In case I, the brands are not regarded as architecture of sophisticated design but the offices are regarded as client interest oriented service providers. In case L, unique solutions for dwelling plans which are actually patented might contribute to creating the office's good image. (R13, R23)

iii) Strong service and strong idea (strong service dominates)

Case F is a large architectural office consisting solely of architects. It has been 7 years since it gained independence from its parent company.

Case N is a new and small architectural office. It mainly designs houses for private clients.

Table 4-9 shows the respondent's organization description and migration.

Fig. 4-11 and Fig. 4-12 illustrate the perceived important factors of cases F and N on RAM-2 respectively.

Fig. 4-11 Case F: Perceived important factors in the RAM-2

Strong Delivery	R9 R15-1 R16-1 R30	R6 R9 R15-1 R24-1 R27-1 R30
Strong Service	R1-2 R5 R9 R15-2 R16-1 R26-2 R30	R1-2 R5 R6 R9 R15-2 R24-2 R25 R26-2 R27-1 R30
Strong Idea	R9 R13-3 R14 R16-1 R26-3 R30	R6 R9 R13-3 R26-3 R30
	Practice Centred	Business Centred

Present position

Strong Delivery	R7 R9 R15-1 R16-1 R18 R21-1 R30	R6 R7 R9 R15-1 R18 R21-1 R24-1 R27-1 R30
Strong Service	R1-2 R2-2 R5 R7 R9 R15-2 R16-1 R18 R20-2 R21-2 R26-2 R28 R30	R1-2 R2-2 R5 R6 R7 R9 R15-2 R18 R20-2 R21-2 R24-2 R25 R26-2 R27-1 R28 R30
Strong Idea	R9 R13-3 R14 R16-1 R18 R23 R26-3 R28 R30	R6 R9 R13-3 R18 R23 R26-3 R28 R30
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 4.0 in the survey

Fig. 4-12 Case N: Perceived important factors in the RAM-2

Strong Delivery	R7 R16-1 R18	R7 R16-2 R18
Strong Service	R1-2 R5 R7 R16-1 R18 R20-2	R1-2 R5 R7 R16-2 R18 R20-2
Strong Idea	R1-3 R14 R16-1 R18 R23	R1-3 R16-2 R18 R23
	Practice Centred	Business Centred

Present position

Strong Delivery	R7 R16-1 R18 R21-1	R7 R16-2 R18 R20-1 R21-1
Strong Service	R1-2 R2-2 R5 R7 R11 R16-1 R18 R21-2	R1-2 R2-2 R3 R5 R7 R11 R16-2 R18 R20-2 R21-2
Strong Idea	R1-3 R13-3 R14 R16-1 R18 R23	R1-3 R13-3 R16-2 R18 R23
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 5.0 in the survey

These strong service offices, N and F, migrate toward the strong idea position because of internal reasons: attracting new clients and appealing to the parent company due to their distinctive design ability. Case N mainly designs residences and sells unique solutions depending on a principal's unique idea. It emphasizes client relationships, with clients who are actually mainly young people with interest in new design. They are end-users. (R7) Although it offers only design, it gives support by introducing clients to financial planners for help in buying new houses. (R1, R5) It offers its services for free until the first presentation, (R5, R16) when it requires the client to make a contract. (R16) "The customer as 'member'", "open house" style events at which anyone can visit the office are held. (R11)

For migration to both strong service and strong idea positions to attract new clients, it could emphasize both strong idea related Rs and service related Rs. The former Rs including R13 and R23 are newly developing an 'architecture as a piece of work' strategy for the future. The "mass media relationship" (R23) should be included in both professional architectural magazines and general magazines. While the former might be aimed at appealing to peers, the latter mainly attract new clients. The principal's unique design might attract both. (R13)

The later Rs including R21, R24 are newly developing so that it could rationalize project budget and resources. These are actually carefully controlled on a project basis, which includes a salary for architects who take charge. Although this can be disadvantageous for architects, they are willing to this because of their love of architecture.

On the other hand, office F might struggle to migrate because it is both practice and business centred. Basically, it might emphasize Rs of internal issues such as the internal marketing approach (R24), internal coordination for decision making (R25), education and training to employees (R27), matrix organization (R28), and relationship with owner. (R30)

Client matters might be sufficiently addressed by organizational policies such as the implementation of customer satisfaction surveys, (R9) service interaction with clients (R5), and interaction with "many-headed" clients. (R7) It migrates by appealing to both the parent company and potential new clients. Collaboration might be a source for migration, (R20), because it provides technical expertise and the building up of design identity with external designers in actual projects.

iv) Strong service and strong idea (even)

Case K is a new small sized architectural office.

Case Q is a large sized architectural office, which might migrate toward the strong service category.

Table 4-10 shows each respondent's organization description and reason for migration.

Fig. 4-13 and Fig. 4-14 illustrate the important factors of case K and Q on RAM-2 respectively.

Fig. 4-13 Case K: Perceived important factors in the RAM-2

Strong Delivery	R15-1 R18 R30	R15-1 R18 R30
Strong Service	R1-2 R15-2 R18 R20-2 R29 R30	R1-2 R15-2 R18 R20-2 R29 R30
Strong Idea	R1-3 R15-3 R18 R20-3 R30	R1-3 R15-3 R18 R20-3 R30
	Practice Centred	Business Centred

Present position

Strong Delivery	R15-1 R18 R21-1 R30	R15-1 R16-2 R18 R21-1 R30
Strong Service	R1-2 R2-2 R5 R13-2 R15-2 R18 R20-2 R21-2 R29 R30	R1-2 R2-2 R5 R13-2 R15-2 R16-2 R18 R20-2 R21-2 R29 R30
Strong Idea	R1-3 R2-3 R13-3 R15-3 R18 R20-3 R21-3 R30	R1-3 R2-3 R13-3 R15-3 R16-2 R18 R20-3 R21-3 R27-2 R30
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 5.0 in the survey

Fig. 4-14 Case Q: Perceived important factors in the RAM-2

Strong Delivery	R7 R9 R15-1 R16-1 R21-1	R6 R7 R9 R15-1 R16-2 R21-1 R24-1 R27-1
Strong Service	R1-2 R2-2 R5 R7 R9 R11 R15-2 R16-1 R20-2 R21-2 R26-2	R1-2 R2-2 R3-2 R5 R6 R7 R9 R11 R15-2 R16-2 R20-2 R21-2 R24-2 R26-2 R27-1
Strong Idea	R1-3 R2-3 R9 R15-3 R16-1 R20-3 R26-3	R1-3 R2-3 R6 R9 R15-3 R16-2 R20-3 R26-3
	Practice Centred	Business Centred

Present position

Strong Delivery	R7 R9 R12-1 R15-1 R16-1 R21-1	R7 R9 R12-1 R15-1 R16-2 R21-1 R24-1 R27-1
Strong Service	R1-2 R2-2 R5 R7 R9 R12-2 R13-2 R15-2 R16-1 R20-2 R21-2 R26-2	R1-2 R2-2 R3-2 R5 R7 R9 R12-2 R13-2 R15-2 R16-2 R20-2 R21-2 R24-2 R26-2 R27-1
Strong Idea	R1-3 R2-3 R9 R13-3 R15-3 R16-1 R20-3 R26-3	R1-3 R2-3 R9 R13-3 R15-3 R16-2 R20-3 R26-3
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 5.0 in the survey

These offices are positioned in the categories of both strong service and strong idea.

Case K is unique in that it offers small and wide range service provision covering surveys, planning, design, procurement, facility management, and project management services (R5-2). Its marketing approach might be different from the others in that it intends to provide wide ranged service for its 'selected' clients, because it discusses at the beginning of the design stage whether to accept the contract or not, depending on its sense of the value of the work. It emphasizes resource issues such as collaboration (R20), knowledge (R21), and external service provider (R29) rather than client issues.

In terms of resource development, it emphasizes primarily collaboration. (R20) It collaborates with affiliated offices with which the principal had long term relationships before setting up the office. These include artists, furniture designers, interior designers, lighting design consultants, consultants of commercial facilities, and real estate consultants. Additionally, it raises environmental issues to a sophisticated proposal level. (R15) For example, it is trying to develop a unique ecological solution for particular types of rooms such as a smoking room. (R15) In terms of organizational issues, the relationship to shareholders is emphasized because they can sometimes introduce new jobs into the office. If this occurs, a referral fee is paid. (R30, R16)

On the other hand, in case Q, Rs related to the position are widely distributed in the same way as in the other large offices such as D, E, H, and J. Only this case migrates from strong idea to service direction. Due to migration, it might refine its organization because single "design technology" would require a simple approach. In order to win design competitions, it forms alliances with cutting edge designers so that it can contribute to the team and benefit from their technical expertise. (R1-3, R5-3, R15-3, R20-3)

In organizational resource issues, it has emphasized the development of experienced technical expertise regarding ecological technology, audio and visual technology, and quake resistant engineering. (R5, R15, R21) This might be a source of advantage in design competition. Some of them might be "core competences." (Hamel and Prehalad, 1994)

v) Strong delivery, strong service, and strong idea (strong service dominant)

Case H is a large sized architectural office including architects and interior designers. It has had an increasing number of employees in its 5 years of existence.

Table 4-11 shows the respondent's organization description and reason for migration.

Fig. 4-15 and Fig. 4-16 illustrate the perceived important factors of cases H1 and H2 in RAM-2 respectively.

Fig. 4-15 Case H1: Perceived important factors in the RAM-2

Strong Delivery	R7 R18 R30	R7 R18 R30
Strong Service	R2-2 R7 R18 R30	R2-2 R7 R18 R30
Strong Idea	R2-3 R18 R30	R2-3 R18 R30
	Practice Centred	Business Centred

Present position

Strong Delivery	R7 R9 R12-1 R15-1 R18 R21-1 R30	R6 R7 R9 R12-1 R15-1 R18 R21-1 R27-1 R30
Strong Service	R1-2 R2-2 R5 R7 R9 R11 R12-2 R13-2 R15-2 R18 R20-2 R21-2 R26-2 R29 R30	R1-2 R2-2 R5 R6 R7 R9 R11 R12-2 R13-2 R15-2 R18 R20-2 R21-2 R26-2 R27-1 R29 R30
Strong Idea	R1-3 R2-3 R9 R12-3 R13-3 R14 R15-3 R18 R20-3 R21-3 R26-3 R30	R1-3 R2-3 R6 R9 R12-3 R13-3 R15-3 R18 R20-3 R21-3 R26-3 R27-2 R30
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 5.0 in the survey

Fig. 4-16 Case H2: Perceived important factors in the RAM-2

Strong Delivery	R21-1	R21-1
Strong Service	R2-2 R11 R21-2 R26-2	R2-2 R11 R21-2 R26-2
Strong Idea	R2-3 R21-3 R26-3	R2-3 R21-3 R26-3
	Practice Centred	Business Centred

Present position

Strong Delivery	R9 R15-1 R16-1 R21-1 R30	R9 R15-1 R16-2 R21-1 R30
Strong Service	R1-2 R2-2 R5 R9 R11 R13-2 R15-2 R16-1 R20-2 R21-2 R26-2 R28 R30	R1-2 R2-2 R5 R9 R11 R13-2 R15-2 R16-2 R20-2 R21-2 R26-2 R28 R30
Strong Idea	R1-3 R2-3 R9 R13-3 R16-1 R20-3 R21-3 R26-3 R28 R30	R1-3 R2-3 R9 R13-3 R16-2 R20-3 R21-3 R26-3 R28 R30
	Practice Centred	Business Centred

Future position

Note: Marked Rs show the Rs which scored more than 5.0 in the survey

While the respondent seems to make a harsh evaluation of his own office, this office emphasizes an integrated approach, which includes consultancy offices (Table 4-5) for problem solution from the client's viewpoint. The office emphasizes the discovery of problems in order to share problems and values with clients including end-users. (R7) Additionally, it starts client interaction projects at the stage where it establishes the design programme that is the basis of designing and planning for effective solutions. (R1, R5, R26)

It migrates to practice centred because it has an original organization value whereby the architects love design and planning, despite the increase of profit by expanding the organization in the past few years. It should emphasize the Rs relating to the client value creation process. In terms of resources for generating projects, it emphasizes client factors such as interaction with "many-headed" clients (R6), feedback from any dissatisfied client (R9) or end-user (R7), as well as other external factors such as environmental issues, (R15) and voluntary networks. (R14)

Facilities management is also emphasized because it sometimes gains information that may lead to future projects. (R11)

Within the nano relationships, it puts more emphasis on the Rs related to design delivery such as a high quality management system (R26), knowledge management (R21), collaboration with external experts (R20), and internal marketing. (R27)

In the case of the second respondent (H2), R16-1, R16-2 and R28 are emphasized in particular. Multifunctional organization is highly regarded. (R28)

According to the respondent, it establishes a highly flexible project structure as demanded depending on the requirements of projects at any time.

5. Findings and Discussion

This section discusses the findings as a result of linking the analysis of Positioning to RM as well as of analyzing the 'architectural office' as a practice.

Overall, most offices are not located in a single category but in multiple categories both currently and for the future. They tend to migrate to centre position, which includes both business and practice as a whole. Additionally, almost all offices, except case Q, migrate in a strong delivery to strong idea direction. This means they are all ultimately trying to compete on the same ground, leaving room for new market entrants to serve emergent gaps in the market. Whilst the middle ground may be the largest market, each position offers sufficiently large segments for a range of firms to occupy. This might be due to external and internal reasons as can be seen Table. 5 -1.

	Reason for migration	Strategy relevant to relationships	Position	Cases
External	Change of clients' requirements	Emphasize client relationship e.g. "keep in touch strategy", Development of building products	Migrate	A (SD)
	Diversification of clients' requirements	Relationships to university, competitors, external consultants	Migrate	B (SD)
	Change of clients' requirements	Emphasize client relationship	Migrate	C (SD)
	Successful for current approach	Consulting approach to clients continuously	Same	I (SS)
Internal	Ambition to practice	Marketing approach e.g. client retention	Same	L (SS)
	Has appeal to both parent company and rivals.	Architecture as a piece of work	Migrate	F (SSSI)
	Ambition to design cutting edge architecture	Architecture as a piece of work	Migrate	O (SSSI)
	Development of new clients.	Architecture as a piece of work	Migrate	N (SSSI)
	Ambition to succeed in the Japanese market.	Integration of divisions	Migrate	M (SSSI)
	Balance of architectural practice and business.	Market mechanism, alliance, project structure	Same	D (SSSI)
	Balance of architectural practice and business.	Select profit oriented or practice oriented on individual project basis.	Same	E (SSSI)
	Extensive and high quality service for selected clients.	Alliance and collaboration with external partners	Same	K (SSSI)
	Winning design competition	Alliance, Technical expertise	Migrate	Q (SSSI)
	Enhancement of design competency	Regular entry into design competitions	Same	J (AL)
	Realization of high quality design and solution of clients' problems	Consulting approach to clients: Establishment of consultant offices	Migrate	H (AL)

Table. 5-1 Reason for and strategy of migration, emphasized relationships

Some Rs are emphasized differently depending on the position.

In strong delivery (SD) cases such as A, B, and C, they migrate to the strong service position. They provide certain delivery of repetitive assignments in an efficient way. ICT based migrant knowledge is implemented in all cases. (R12, R21) Environmental issues such as legal obligations also are relevant to all cases. (R15-1) However, due to the changes of clients' requirements, they seem to migrate in order to provide optional services, such as various dwelling units dependent on the requirements of the end-users in case C (R7), and energy

saving hot water supply systems in case A. (R15-2)

While client relationships are obviously emphasized overall, they are particularly emphasized in strong service (SS). This might include not only direct interaction through their services (R1, R5) and feedback from dissatisfied clients (R9), but also indirect relationships such as feedback by questionnaire from end-users to the offices (R7) are highly emphasized in the case I and L. Careful response to dissatisfied clients (R9) is an opportunity to get feedback information and a means to strengthen bonds with the clients in some offices. (Case I) In many offices such as cases A, B, and L, architects prefer to choose interaction with many-headed clients rather than getting information from a delegation, so that they can access information sources precisely. This client interaction can contribute to defining client value efficiently, especially for the strong service offices. Additionally, some SS cases (L, I) also emphasize the internal service delivery process. Most large offices implement a quality management system (ISO 9001). (R26) Offices H & I emphasize high flexibility within their structure according to project demands. (R28) "The boundaryless and amorphous amoeba" type of organization is more interactive than a matrix-based organization. (Gummesson, 2002) On the other hand, Rs related to organization resources are emphasized: alliances (R20), knowledge relationship (R21), and internal training. (R27) Relationship to brands is emphasized by office I as a service provision: "client interest comes first strategy." (R13-2)

In strong idea (SI) cases, continuous interaction with external artists and engineers could generate unique ideas and internalize this into office K. (R20) This constant and informal interaction might easily generate innovative ideas such as an unique ecological solution for smoking rooms. (R15) In the future, case N intends to emphasize architectural works as brands (R13) and expresses this through the media such as architectural magazines utilized for communication to peers. (R23) In this position, peer review is highly emphasized. (Cases N,F)

In practice centred cases B and I, the architects are highly motivated because they love design. These offices emphasize provision for training programmes such as participation in Italian interior seminars in case I. (R27) They should contribute to creating inspiring architects and sharing design ideas.

In business centred cases A and L, internal marketing is emphasized. (R27) This can contribute effectively to their profit strategy. In law-based relationships (R16), most offices choose either "relationship contract" or "law based contract" on a case-by-case basis.

Some larger offices are positioned as both practice and business centred in the organization value. (Case D, G, E) They define a strategy regarding project staffing and profit strategy (R24) depending on the projects that actually come in. Therefore, they might be complex offices in terms of organizational value.

As can be seen this discussion, the relationships can be a key to find out the client's value source and can also create value in projects, be embedded as a resource and determine organization value (Table. 5-2) The relationships for defining client value are highly emphasized overall. Some "special relationships" including most of the indirect relationships can be a "bridge" between the client and architects. The "mega relationships" such as personal relationships (R18), alliances (R20), and embedded knowledge (R21-2) could contribute to organization resources. The effective alliances are a source of competence for winning design competitions as in case Q. While the small offices such as L could effectively utilize external published specifications and standardized detail, it tended to emphasize informal internal communication. In a network relationship, parties' resources should ideally be co-planned and shared. (Gummesson, 2002) In contrast, some large offices emphasize embedded knowledge management as an issue. (R21-2) Additionally, some "nano relationships" such as the implementation of a quality management system (R26), and multifunctional project structure (R28) contribute to implementing internally a value creation process.

A relationship portfolio (Gummesson, 2002) could be made up and relationships could be selected based on the office's strategic design technology and organization value in the present and migrates in the future along with this long term strategy.

Rs for establishment of client value:

Direct relationships to a client: R1, R6, R9, R11

Indirect relationships to a client: R4, R5, R7, R12, R14, R19, R25

Rs for delivery of defined value: R24, R26, R28

Rs for embedding resources in offices: R12, R18, R20, R21, R29

Rs for organization value: R12, R13, R15, R16, R23, R24, R25, R27, R30

Table. 5-2 Rs relevant to organization management factors

6. Conclusions and Recommendations

The findings of this study concern the factors of relationships as they apply to architectural offices in various positions. The evidence shows there is a trend regarding the present position and changes in the positions and relationship networks in offices in the current Japanese market. The findings did not include enough evidence to encompass all architectural offices in Japan, yet it is clear that the 30Rs contribute to the management of projects and offices.

The detailed analysis shows the external and internal reasons for existing positions and for migration of positions as well as for the relationships that are emphasized. RM contributes to enhancing the value that is created by the parties involved in projects and to organizational resources and values.

It is recommended that further study be undertaken to analyze a sufficient number of cases to encompass data for each position. In particular, study of more strong idea cases is recommended. Additionally, cultural differences in other countries might influence the perceived importance of relationships. Therefore, further studies in different countries are also recommended.

Appendices-1 The 30Rs

(Source: Gummesson, E. (2002) Total Relationship Marketing, Butterworth-Heinemann, Oxford.)

1. Classic Market Relationships

R1. The classic dyad: The relationship between the supplier and the customer. This is a parent relationship of marketing, the ultimate exchange of value which constitutes the basis of business.

R2. The classic triad: The drama of the customer–supplier–competitor triangle. Competition is a central ingredient of the market economy. In competition there are relationships between three parties: between the customer and current supplier, between the customer and the supplier's competitors, and between competitors.

R3. The classic network: Distribution channels. The traditional physical distribution and the modern channel management, including goods, services, people and information, consists of a network of relationships.

2. Special Market Relationships

R4. Relationships via full-time marketers (FTMs) and part-time marketers (PTMs) Those who work in marketing and sales departments- the FTMs – are professional relationship marketers. All others, who perform other main functions yet influence customer relationships directly or indirectly, are PTMs. There are also contributing FTMs and PTMs outside the organization.

R5. The service encounter: Interaction between customers and service providers. Production and delivery of services involve the customer in an interactive relationship with the service provider, often referred to as a 'moment of truth.'

R6. The many-headed customer and the many-headed supplier. Marketing to other organisations industrial marketing or business marketing – often means contacts between many individuals from the supplier's and the customer's organization.

R7. The relationship to the customer's customer: A condition for success is often the understanding of the customer's customer, and what suppliers can do to help their customers become successful.

R8. The close versus the distant relationship: In mass marketing the closeness of the customer is lost and the relationship becomes distant, based on surveys, statistics and written reports.

R9. The relationship to the dissatisfied customer: The dissatisfied customer perceives a special type of relationship, the more intense than the normal situation, and often badly managed by the provider.

R10. The monopoly relationship: The customer or suppliers and prisoners. When competition is inhibited, the customer may be at the mercy of the supplier – or the other way around. One of them becomes a prisoner.

R11. Customer as 'member'. In order to create a long term sustaining relationship, it has become increasingly common to enlist customers as members of various loyalty programmes.

R12. The e-relationship: The electronic relationship, the e-relationship, represented by the internet, email and mobile technology, is increasingly more crucial to which in RM and CRM.

R13. Parasocial relationships: Relationships to brands and objects. Relationships do not only exist with people and objects, but also in the form of mental images and symbols such as business missions and corporate identities.

R14. The non-commercial relationship: This is a relationship between the public sector and citizens/customers, but it also includes voluntary organisations and other activities outside of the profit-based and monetarised economy, such as those performed in families.

R15. The green relationship: Environmental and health issues have slowly but gradually increased in importance and are creating a new type of customer relationship through legislation, the voice of opinion-

leading consumers, changing behaviour of consumers and an extension of the customer– supplier relationship to encompass a recycling process.

R16. The law based relationship: A relationship to a customer is sometimes founded primarily on legal contracts and the threat of litigation.

R17. The criminal network: Organised crime is built on tight and often impermeable networks gained by an illegal business mission.

3. Mega Relationships – incorporating relationships ‘above’ market relations.

R18. Personal and social networks: Personal and social networks often determine business networks. In some cultures, business is solely conducted between friends and friends-of-friends

R19. Mega marketing: The real ‘customer’ is not always found in the marketplace. In certain instances, relationships must be sought with governments, legislators, influential individuals and others, in order to make marketing feasible on an operational level.

R20. Alliances change the market mechanisms: Alliances mean closer relationships and collaboration between companies. Thus competition is partly curbed, but collaboration is necessary to make the market economy work.

R21. The knowledge relationship: Knowledge can be the most strategic and critical resource and ‘knowledge acquisition’ is often the rationale for alliances.

R22. Mega alliances change to basic conditions for marketing: The EU and NAFTA (the North American Free Trade Agreement) are examples of alliances above the single company and industry. They exist on government and supranational levels.

R23. The mass media relationship: The media can be supportive of damaging to marketing and they are particularly influential in forming public opinion. The relationship to media is crucial for the way media will handle an issue.

4. Nano Relationships – incorporating relationships ‘below’ market relations.

R24. Market mechanisms are brought inside the company: By introducing profit centres in an organisation, a market centre inside the company is created and internal as well as external relationships of a new kind emerge.

R25. The internal customer relationship: The dependency between different tiers and departments in a company is seen as a process consisting of relationships between internal customers and internal suppliers.

R26. Quality and the customer orientation: The relationship between operations management and marketing. The modern quality concept has built a bridge between design, engineering, manufacturing and other technology-based activities and marketing. It considers the company’s internal relationships as well as its relationships to its customers.

R27. Internal marketing: relationships with the ‘employee market’. Internal marketing can be seen as part of relationship marketing/management as it gives indirect and necessary support to the relationships with external customers.

R28. The two-dimensional matrix relationships: Matrices are the simplest form of networks and exist in all large corporations, and above all they are found in the relationships between product management and sales.

R29. The relationship to external providers of marketing services: External providers reinforce the marketing function by supplying a series of services, such as those offered by advertising agencies and market research institutes, but also in the area of sales and distribution.

R30. The owner and financier relationship: Owners and other financiers partly determine the conditions under which marketing can operate. The relationship to them influences the marketing strategy.

Appendices-2 Questionnaire sheet: General questions, positioning survey

Relationship Marketing: a survey of Architectural Office.

Questionnaire

1.General questions:

- 1 Name of Company:
- 2 Number of Employee:
- 3 Position: principal/ director/ manager:
- 4 Projects are mainly Public facilities/ Museums/ Offices/ Commercial facilities/
(multiple answers Production facilities/ Hospitals/ Educational facilities/ Housing
allowed): complexes/ Residentials/ Hotels/ Theatres/ Sports facilities/
Others
- 5 Client Ratio of Existing Client: New Client (current status) %: %
- 6 Client Ratio of Existing Client: New Client (future status) %: %

2.Question of Positioning

- 7 Organizational Structure: Hierarchy / Matrix / Team base / Others
- 8 Recruitment Strategy: Fresh / Experience / Competency / Others
- 9 Profit Strategy: Get Highest-Value Premium / Mainly High Grade
Architecture / Be Good Enough to Get Premium Multiples / Be
most Efficient
- 10 Decision Making in Single Authority or Guru / Principal-in-charge or Department
Projects: Head / Most Decisions are Standardized for Each Project
Specialty
- 11 Selling: Architectural Design / Relevant Services/
Both of Them (%: %)
- 12 Selling: Innovations, One of a Kind / "We have done this before." /
Expert Product
- 13 The Best Markets: Anyone with a Unique Problem / Institutions, Public Agencies,
and Major Corporations / Developers / Others
- 14 A Percentage between
Architecture (Practice)
and Finance (Business): %: %

Appendices-2 Questionnaire sheet: RM survey

3. 30 Relationships (Gummesson's 30Rs:)

(Source: Gummesson, E. (2002) Total Relationship Marketing, Butterworth-Heinemann, Oxford.)

1. How do you think the R is matured in your office?

2. How important do you think the R is in the future?

(1:Not important at all 2:Not very important 3:Slightly important 4:Quite important 5:Very important)

Classic Market Relationships

R1: The Relationship between the Architect and the Customer

R2: The drama of the Customer - Architect - Competitor Triangle.

R3: Distribution Channels

Social Market Relationships

R4: Relationships via Full-time Marketers (FIMs) and Part-time Marketers (PTMs)

R5: The Service Encounter - Interaction between Customer and Service Provider

R6: The Many-headed Customer and the Many-headed Architects

R7: The Relationship to the Customer's Customer

R9: The Relationship to the Dissatisfied Customer

R11: The Customer as 'Member'

R12: The E-relationship

R13: The Relationship to Brands and Objects

R14: The Non-commercial Relationship - public organization, voluntary organization

R15: The Green Relationship

R16: The Law-based Relationship

Mega Relationships

R18: Personal and Social Networks

R19: The Real 'Customer' is Not Always in the Marketplace.
The relationship to Politician.

R20: Alliances Change the Market Mechanisms

R21: The Knowledge Relationship

R23: The Mass Media Relationship

Nano Relationships

R24: Market Mechanisms are Brought inside the Company

R25: Internal Customer Relationship. - departments in a company

R26: Quality and Customer Orientation

R27: Relationships with the 'Employee Market'

R28: The Two-dimensional Matrix Relationship

R29: The relationship to External Providers of Marketing Services

R30: The Owner and Financier Relationship

Note. Actually used survey sheets are captioned with explanatory text under each R in Japanese.

Appendices-3 : Summary of Interviews

i) Strong delivery

Case A

This is the design division of a large house constructor.

Q3: Reason for migration: Change of clients' requirements: Although they required simply low cost and easy to use houses in the past, they now require highly sophisticated design and utilities, not simply a usable layout.

Q4: Existing clients or new clients: The office prefers to new clients because a customer does not buy a house several times in general. However, recommendation and introduction from the existing customers should be powerful marketing source because these clients have higher possibilities of contracting than completely new clients.

Q5: Collaboration: Collaboration with makers developing products could be a source of low cost and high quality products. (R2, R20) In fact, it collaborates with makers of light fittings, kitchen facilities, and furniture in order to develop new standardized products. Ecological products such as efficient hot water supply equipment, double glazed glass might also be strength.

Q6,7: They remarkably place importance on R1. They place an importance on enhancing clients' satisfaction. It is shown up as "keep in touch strategy" with clients such as invitation to tour of their experimental facilities, visiting the house after 1 year of completion, usage of standardized animated presentation for the clients, and after-the-completion services.

Regarding R9, they conduct a customer satisfaction survey for three times; which is at the end of design, construction, and after 1 year of completion.

Q8: Knowledge: It implemented a database for standardized knowledge. (R21) Also, they insist on nurturing "in-house architect", who can design highly sophisticated space.

Case B

This is an architectural office mainly designing and planning for public housing complexes. It is highly experienced and recognized in the public housing market. It is increasing slightly mixed-use facility involving commercial facilities. The respondent is a manager.

Q3: Reason for migration: Diversification of clients' requirements: For example, increase of mixed-use projects involving commercial facilities, and redevelopment schemes requiring more specific problem solving.

Q4: Existing clients or new clients: Existing clients are dominated now. However, new clients are preferable because they provide an experience of new types of project for dealing with new requirement from the existing clients.

Q5: Collaboration: Collaborate with civil engineers, consultancy for commercial facilities and traffic planners, landscape designers, (R20)

Q6,7: Relationships seem to be matured and stabilized. Information exchange with rivals

seems to be well performed. Regarding R14, relationship including college professor, public organization such as international cooperation agency is regarded importance because the office has some projects and researches regarding public housing.

Q8: Knowledge: Regarding knowledge relationships (R21), the principal and the directors are highly skilled and experienced. According to the respondent, knowledge is successfully transferred and shared through the board members.

Case C

An architectural design division in a design and build company specializing in housing complexes. They place importance on designing and supervising stable products certainly and efficiently. The respondent is a manager in an architectural division.

Q3: Reason for migration: Change of clients' requirements: Requirements of detailed design of dwelling units according to end-users' tastes.

Q4: Existing clients or new clients: Existing clients are dominated. This is preferable.

Q5: Collaboration: They collaborate horizontally with other professionals such as interior designers, real estate planners, and developers. Also, they do vertically with drafting offices.

Q6,7: They weigh heavily for taking in information regarding real estate for marketing. They manage design process for certainly. Their strategy for marketing might be delivery with certain.

Q8: Knowledge: The office also highly implemented a database for standardized knowledge and information for planning and design.

ii) Strong service

Case G

A large sized architectural office covering all building types. It has a tradition as a practice that was founded by a notable architect. It achieves a high turnover. The respondent is a manager.

Q3: Reason for migration: It should continue to take the same position.

Q4: Existing clients or new clients: 70% of clients are new because they got public project by winning architectural competition. Hopefully the existing clients should be increased by 50%.

Q5: Collaboration: It collaborates with artists and graphic designers due to design reasons in the stage of forming design concept and actual design. Also, it does with engineers due to solving actual problems. For example, it does with audio engineers, lighting engineers, and other engineers.

Q6,7: Relationship with the residents and users (R7) in public projects such as theatres might be remained issue because there is sometimes less chance to do this.

A way for community participation for the projects seems to be in motion.

Q8: Knowledge: The office implemented a database for standardized knowledge and information for planning and design.

Q9: Bland: Architecture as a piece of work. Technology such as ecological solution in projects.

Case I

Case I, a medium sized architectural office which specializes in hotels and other similar facilities based on the same specialized design concept, has placed importance on solving clients' problems regarding planning and design involving operation and maintenance. Respondent is a principal.

Q3: Reason for migration: It should continue to take the same position because it is successful in specializing in a particular building type.

Q4: Existing clients or new clients: Mainly existing clients. Slightly increase of the new clients is preferable in the future.

Q5: Collaboration: It collaborates with engineers, the designers in relevant areas such as landscape, and curtain walls, and contractors.

Q6,7: It places the most importance on "quality and customer orientation" (R26). An approach for designing is very clear: it emphasis on clients' interests rather than architect's idea. (R1) He emphasizes that the "client oriented approach" has been continued for more than 40 years and will be continued in the future. Rivals (R2) are clear because it specialized in design.

Regarding R9, it checks adjusting points from dissatisfied clients after design and then stores in a database. It should be a source of advantage because the building type is required sophisticated design for usage in detail. Regarding R18, it has interests regarding community renovation relevant to their design and planning for the building type. Also, it publishes a book for clients relevant to their building type. He told that it set out "ameba" structure, which can be formed flexibly project structures depending on a requirement of projects any time. (R28)

Q8: Knowledge: An architect could charge throughout a project so that he/she could be fully acquired skill and know-how. The knowledge from a project to the other might be an issue.

Q9: Brand: "Client's interest comes first" is a strategy for blanding.

Case L

Case L is a middle sized, fairly new architectural office which is mainly specializing in private housing complexes, and commercial facilities. It places importance on "explainable design" i.e. why the architect designs a particular architectural solution. Respondent is a principal.

Q3: Reason for migration: Ambition to practice.

Q4: Existing clients or new clients: Mainly existing clients. Slightly increase of the new clients is preferable in the future.

Q5: Collaboration: It collaborates with engineers, the architects for detail design, and the designers such as landscape, lighting, and graphic. Additionally, it collaborates with consultancy for commercial facilities as well as design and built company. (R20) According to the respondent, he has interests of collaborate with physiologists, and socialists.

Q6,7: Basically, the office should place an importance on marketing approach for retaining clients such as developers of housing complexes and staffs. It places less importance on rivals. It mainly sells projects and plans of housing units and complexes rather than detailed design.

One unique point is "customer as 'member.'" (R11) It holds wine dining with clients who could become a repeat customers and an annual overseas tour for information of architecture.

Additionally, it provides for chance of trainings for junior architects. (R27) It also places importance on relationship with distribution channels regarding selling housing units. (R3) For example, their architect takes part in PR activity for them by a selling office.

Q8: Knowledge: Knowledge relationship (R21) is regarded less important on explicit ICT database because it rather utilizes published for standardized detail or specification. The respondent told that ICT based knowledge often leave unused once compiled as a database. In contrast, it places importance on ways for sharing a project's information with not only members of a project but also whole office. For sharing information and knowledge, a project leader has obligation to collect a meetings case-by-case basis in an office so that everyone can take part in.

Q9: Brand: Planning and specific technology based on the expertise regarding housing complexes. It has patents regarding design for them.

iii) Strong service and strong idea (strong service dominates)

Case F

This is a large office consisting of architects, interior designers, and engineers. Exists independently from parent company for 7 years. Covers all building types. It ranks in top ten in turnover. Respondent is a marketing manager and a manager of general affairs.

Q3: Reason for migration: Has appeal to both parent company and rivals. Distinctive architecture design.

Q4: Existing clients or new clients: Existing clients. Increase of the new clients is preferable for the future.

Q5: Collaboration: It collaborates mainly two reasons: (R20) Technical expertise and building up design identity. While the former includes engineering study session, the later includes collaboration with external designers in actual projects.

Q6,7: Customer satisfaction survey is conducted 1 year after completion. (R9)

Basically, this office regards importance architectural design solution based on clients' requirement in all projects. It places importance on artistic for appealing not only for new clients but also for parent company.

Q8: Knowledge: The office implemented an ICT based database for standardized knowledge and information for planning and design.

Q9: Brand: Assured quality in all products. Artistic and identical design might be desired.

Case N

Case N is a relatively new, small office consisting of only architects, mainly designing residences. It sells schematic design involving unique solution depending a principal's idea based on the thorough analysis of client's requirement. Respondent is a principal.

Q3: Reason for migration: Development of new clients. Architecture as a piece of work.

Q4: Existing clients or new clients: Mainly new clients including acquaintances. Increase of existing clients is preferable in the future.

Q5: Collaboration: It collaborates with engineers, graphic designers, and lighting designers.

Q6,7: Basically, the office sells schematic design involving unique solution depending a principal's idea. Design is approached based on the thorough analysis of client's requirement. "The mass media relationship" (R23) should be important for not only appealing to peers but also attracting new clients. It includes architectural magazines for rather architects and general magazines for potential new clients. Regarding R1, it offers services including not only design but also assist financial planning for building new house. Regarding R24, "market mechanism are brought inside the company", budget in an office is carefully controlled by project basis, which include a salary of charged architect. Regarding R11, "the customer as 'member'", "open house" style event where anyone can visit the office is held. Regarding R16, it offers service for free till the first presentation.

Q8: Knowledge: It seems to be enough small to be shared information and knowledge. An experienced architect plays a role in giving advice for immature architects. Know-how might be stored mainly between him and the principal.

Case O

A relatively new, small office consisting of only architects. Established for 5 years. Providing for services: due diligence; surveys; and management of clients' specification, budget, and scheduling. Respondent is a manager.

Q3: Reason for migration: Ambition to design cutting edge architecture.

Q4: Existing clients or new clients: More existing clients. Same number of both clients is preferable in the future.

Q5: Collaboration: It collaborates with engineers, consultancy of medical facilities, and professionals of operation of hotels and medical facilities.

Q6,7: The offers through web site often fail to be cancelled. (R12) "The mass media relationship" (R23) should be important for attracting new clients. For example, posting in architectural magazines and winning design competitions. Attendance of study session for medical facilities is important in gaining information and developing contacts. (R18)

Q8: Knowledge: The office is being implemented a database for standardized knowledge and information for effective delivery for business. e.g. standardized detail, typical housing unit plan in housing complexes. The office seems to take in communicative approach for sharing information and knowledge. e.g. daily teatime chatting, once a month recreation such as skiing and cherry blossom party.

Case M

This is a cutting edge multiple engineering office headquartered in UK. New branch opened in Japan a few years ago. Scope of the business includes structural engineering (SE); mechanical, and engineering (EM); façade engineering (FA); and project management (PM). It covers all building types. Respondent is a manager of project management division.

Q3: Reason for migration: Ambition to succeed in the Japanese market. Four currently independently operating divisions to be integrated in order to share resources.

Q4: Existing clients or new clients: Both for the same rates. The respondent told buzz marketing for gain new client is preferable.

Q5: Collaboration: Project manager collaborates with architects, engineers, cost consultants, asset managers, and contractors.

Q6,7: Regarding R28, while an organizational vertical axis is area such as eastern Asia, a horizontal axis is menu of services such as infrastructure, and building.

Regarding R14, the company contributes for charity.

Q8: Knowledge: The office implemented a networked ICT based database in offices in the world. It includes the forum, skill networks where the firm members can ask for peers. In an actual projects, scheduled inception meeting is held at the beginning where discussed an objective as well as at the end. Additionally, an annual review meeting is held. In terms of training, there are internal researches in which company members can propose theme, and training sessions.

iv) Strong service and strong idea (even)

Case D

A large architectural office, one of top ten turnover companies in 2006. Respondent is a manager of human affairs of projects.

Several particular architects for corresponding to "strong idea" type project are appointed in the office. It can form team based project structure depending on a project requirement. It places importance on interaction between architect and client.

Q3: Reason for migration: Balance of architectural practice and business: Market mechanism, alliance, flexible project structure.

Q5: Collaboration: It collaborates with prominent oversea designers, external professional engineers.

Q6,7: Basically, this office regards importance architectural design solution based on clients' requirement in all projects. It places importance on practice aspect rather than business aspect. The respondent places importance on the many-headed customer (R6) because he thinks that staff members should access information source directory. This office aims for making a profit in all projects. It has an internal system for managing project budget. (R24)

Q8: Knowledge: The office implemented an ICT based database for standardized knowledge and information for planning and design. The respondent told that it could avoid every firm member from not getting to information for solving problems. Additionally, it implemented a

session to trigger informal chatting such as tea break, study session at lunchtime. However, there is less chance to talking between elder and junior architects. Furthermore, training for young staff members is done on the job.

Case E

A large architectural office, one of top ten turnover companies in 2006. A history of architectural practice founded by a notable architect. Respondent is a director.

Q3: Reason for migration: Balance of architectural practice and business: Select profit oriented or practice oriented on individual project basis.

Q4: Existing clients or new clients: Mainly existing clients. Increase of new clients is preferable.

Q5: Collaboration: It collaborates with oversea architects.

Q6,7: Regarding R5, the office place importance on the value for a client in all projects.

Customer satisfaction survey for actual users in public buildings is conducted after completion.

(R9) The respondent has personal connections though external professional associations.

Cost for projects is weighed dependant on project objectives: some projects are set as highly profitable and some projects are set as less profitable but highly well designed. (R24)

Additionally, costs for architectural competitions might be covered by other projects. In order to manage the quality, ISO 9001 system is implemented and design meetings are scheduled on project procedure. (R26) Additionally, in order to enhance quality, internal awards are set up.

Basically, it adapts the design approach based on the value for clients. In some leading projects, it adapts design oriented approach, which is originated from the founder, notable architect.

Q8: Knowledge: The office implemented ICT based database for standardized knowledge and information for planning and design. In terms of training, there are internal training sessions such as material study session and study abroad programmes.

Q9: Brand: The service oriented approach by the value for client and idea oriented approach descended from the founder.

Case K

Case K is a small sized office which has been established for one year. It covers not only architectural design but also project management services for clients. While it covers all building types, they are actually going into practice regarding museums, office buildings, production facilities, and hotels including large-scale oversea projects. Respondent is a principal.

Q5: Collaboration: It collaborates with affiliated offices in which the principal has long term relationship before setting up the office. They include artists, furniture designers, interior designers, lighting design consultants, consultants of commercial facilities and real estate.

Q6,7: In architectural design, it places importance on proposal of highly designed product based on briefing for a client. It doesn't accept the offer from the clients with different value judgment

regarding its stance. It provides services based on a contract with clients. (R16)

They are trying to a unique ecological solution for a particular type of rooms such as smoking room. This might be a distinctive proposal, which is pushing up the offer for them. (R15)

There are some affiliated offices for long term for their business. (Q) They are not only practical partner but also marketing partner, which could introduce new projects. (R20, R29)

Shareholder could be a partner on their business. They sometimes introduce new projects for the office. In this case, they pay referral fee. (R30, R16)

The respondents require any office members to take responsibility as an independent manager for their own project in terms of budget, schedule, and sometimes marketing. (R4, R24)

Q8: Knowledge: Nothing special at the moment.

Case Q

This is a large architectural office, one of top ten turnover companies in 2006. Respondent is a vice principal.

Q3: Reason for migration: Winning design competition: Alliance with cutting edge designers in order to enhance their competitive advantage as a team, Technical expertise.

Q4: Existing clients or new clients: The ratio of existing clients to new clients is 40:60. Hopefully it should be better for 50:50.

Q5: Collaboration: It collaborates with cutting edge designers based on their technical expertise. (R1-3, R5-3, R15-3, R20-3) It made up a project team with their partners and won architectural competitions. They include offices in China, US, France, South Africa.

Q6,7: It emphasized development of experienced technical expertise regarding ecological technology, audio and visual technology, and quake resist engineering to projects. (R5, R15, R21) This might be a source of advantage for design competition.

Q8: Brand: Competence of integration and technical expertise.

v) Strong delivery, strong service, and strong idea (strong service dominant)

Case J

This is an architectural design division in a design and build company that is one of the largest corporations. Has successfully retained almost all highly assessed companies in this country. The respondent is a manager in an architectural division.

Q3: Reason for migration: Design competence should be enhanced. Regular entry into design competitions.

Q4: Existing clients or new clients: Most are the existing clients. Slightly increase of new clients is preferable.

Q5: Collaboration: It collaborates with professionals in the other areas with specialized expertise. It includes oversea professionals such as in the US and Europe, cutting edge architects, lighting designers, landscape architects, and interior designers.

Q6,7: On actual state, it has been highly rationalized and promoted the efficiency in the

organization and less motivated for cutting edge design, competency for designing should be enhanced. (R24) Trial regularly for design competition is a case in point.

Q8: Knowledge: The office implemented ICT based database for standardized knowledge and information for planning and design. There are less ways triggering informal information and knowledge sharing.

Case H

H is a large sized architectural office including architects and interior designers. Increasing number of employees. Maturing company which appears in business media. Covering architectural design for all building types. A founder sets up some consultancy offices as a holding company which provides for services such as project management service, due diligence, programme management; design for living environment; integrated engineering services for architects including structure engineering, mechanical and electric engineering and evacuation systems; ICT system solution; and facility and asset management. The architectural office covers for all building types, and the consultancy office provides relevant consultancy services. According to the respondents, these offices had been set up in terms of providing integrated services for clients.

It is growing up company and appears up business medias. The respondent is a vice principal in the architectural office and a principal in the consultancy office.

Q3: Reason for migration: Realization of high quality design as well as solutions to clients' problems.

Q4: Existing clients or new clients: Slightly more existing clients. Slightly increase of the new clients is preferable in the future.

Q6,7: Their strategy is proposal for clients from the clients' viewpoint. Thus, they are trying to share problems and value with clients at first. Setting up specifications and conditions is a key to propose effective solution for design and services. (R1, R5, R26) Their team making approach is highly flexible. The respondents told that they could make a project team as needed. For example, temporary increase number of personnel could be possible. He called it "ameba" structure. (R28)

Q8: Knowledge: The office implemented ICT based database for routine knowledge and information for planning and design.

Q9: Brand: Their approach is highly rationalized as clients' business supporter.

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